



**Wetlands International**  
**Annual Review**  
**and Accounts 2017**



**Wetlands**  
INTERNATIONAL

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# From the CEO



During 2017 the world paid increasing attention to rising water risks, as many devastating floods, droughts and storms hit the headlines and the UN declared it the costliest year ever for extreme weather and climate events. The role of healthy ecosystems, particularly wetlands, in preventing water crises and buffering the impacts was not so much highlighted, while we have continued to build the evidence base for investing in wetlands as climate buffers in all regions during the year and expanded our role in facilitating action, particularly in urbanising deltas.

Wetlands International has continued its' work in Europe, Africa, Asia and Latin America and the Caribbean to show how managing wetlands can open the door to sustainable development and be effective in building resilience to climate change. We also demonstrated the link between the condition of wetlands, human security and peace. In this report you can find many promising examples, including our “breakthrough” achievements under each Stream of our Strategic Intent. These outcomes are the fruits of many years of work and are a cause to celebrate. The results help us to build momentum for scaling up our efforts.

In the report we also mention some new alliances and programmes which are concrete means for scaling up and increasing the impact of our work. For example, we established a long-term programme for mangrove conservation at the continental level in Africa and we joined the Global Mangrove Alliance to combine forces with NGO partners for a global level outcome.

Last but not least I would like to mention that we welcomed the chance to work with a range of new partners in 2017, to gain the support of a number of additional donors and to bring on board additional Associate Experts. Together with the continued invaluable support of our government and NGO members, these additional supporters have enriched the organisation. Thank you all!

**Jane Madgwick**  
*Chief Executive Officer*



# From the Chair



The Supervisory Council's activities during the year 2017 included working closely with the Management Team to take steps to improve the effectiveness and professionalism of the organisation, both in the Head Office and in the regional offices. This has helped improve our internal management and to support our engagement with stakeholders, resulting also in some important new partnerships and donors coming on board. 2017 saw a move from a Management Board (MB), comprising of CEO and CEO, to a Management Team (MT), adding a newly appointed Head of Programmes and the Head of Communication and Advocacy.

The increasing profile and outreach of the organisation continued with the initiation of major, long-term programmes, especially in Africa and Latin America. The organisation continued to broaden its donor base and to extend its partnerships and alliances, including joining forces with international NGOs, for example to step up efforts to safeguard and restore mangroves, as well as engaging the private sector to develop business cases for improving their performance in relation to wetlands. The organisation was very active in influencing national, regional and global policy agendas, including highlighting the relevance of wetlands to issues of involuntary human migration and climate change. The production of some landmark publications have helped to promote these dialogues.

On behalf of the Supervisory Council, I would like to thank the Management Team and all Wetlands International employees for their continued hard work towards reaching the organisation's objective of safeguarding and restoring wetlands for people and nature. We look forward to continuing the progress and achieving the milestones set during 2018.

**André van der Zande**  
*Chair*

For the Supervisory Council/Board of Association



# 1. Our strategy

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 with targets for each one. The framing of our work under five Streams helps to facilitate programme development, the alignment of resources and tracking of progress. Here are our visions for each Stream:

## 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.





*Orangutans are found in peatland forests of Indonesia and Malaysia.*

## **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.

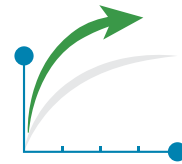
To leverage significant change, we need governments, the private sector and civil society to act individually and jointly. Wetlands International works with all of these sectors and with knowledge institutions, often acting as a connector and broker for joined up initiatives. We engage in strategic partnerships 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.

# 2. Achievements

This chapter presents the achievements that were realised in 2017 and to which we, together with many other partners, have contributed. We have organised these achievements along our five streams of work. For these five streams, which are divided into sub-strategies, we have developed targets that we aim to achieve by the year 2020. Based on our achievements, the below overview summarises how we assess the progress we are making towards these targets.

5



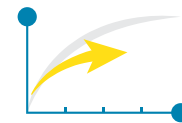
On track to exceed target (we will achieve the target before 2020)

4



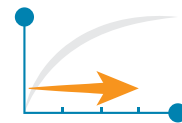
We expect to achieve the target by 2020

3



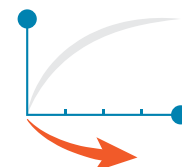
Substantial progress, more time required to reach our target

2



So far, there is no significant overall progress

1



The situation is deteriorating and we can't manage to make improvements

*Ratings are based on self assessment.*

Sub-strategies & targets for 2020	State of progress to target	Explanation
<b>HEALTHY WETLAND NATURE</b>		
<p><b>1. Halt and reverse the loss of wetland habitat and species</b></p> <p>The extent and quality of habitat has been improved in 5 iconic wetland ecoregions worldwide and the conservation status of 10 flagship species has been improved.</p>	3	<p>Ambitious, large scale initiatives were mobilised that will enable concerted action to benefit ‘iconic wetlands’ and flagship species along coasts, in peatlands, riverine, mangrove and delta ecoregions in Africa, Asia, Middle East and Latin America and more ambitious work is in the pipeline. Through our work on flyways and on iconic wetlands, many more wetland management decisions include biodiversity and ecosystem service values. Most significant impacts are likely to be realised beyond 2020.</p>
<p><b>2. Investment in wetlands as Natural Capital</b></p> <p>3 Showcase public and private investments in wetlands as Natural Capital deliver sustainable development.</p>	4	<p>Our work with governments and private sector companies in Uganda, Indonesia, Iraq and Brunei continues to leverage investments in wetlands as natural capital and new initiatives in Malaysia, Nigeria and Russia are starting. Although the practicalities of quantifying these investments and communicating the outcomes needs further work, we are achieving impact in an increasing number of sites.</p>
<b>VIBRANT COASTS &amp; DELTAS</b>		
<p><b>1. Maintain intact coastal wetland environments</b></p> <p>3 High value coastal wetlands totaling at least 150,000 hectares are conserved and restored.</p>	4	<p>We have continued our work in five high-value coastal wetland systems. Under the Global Mangrove Alliance we have started to develop synergies with the programmes of Conservation International, IUCN, the Nature Conservancy, WWF and others. By bringing together the diverse skill-sets of the different organisations we will be able to more easily reach our goals and leverage funding to scale up our work. We should be able to achieve impact by 2020.</p>
<p><b>2. Sustainable coastal production systems</b></p> <p>A model for integrated wetland landscape management involving conservation and production systems (rice, oil-palm and aquaculture) is implemented in 2 areas, contributing to environmental and food security.</p>	3	<p>We are well on track to reach our goals for both aquaculture and rice farming. Measures for restoration of mangroves in abandoned rice fields in Guinea-Bissau are currently being upscaled and replicated in Tanzania.</p>
<p><b>3. Degraded coastlines and heavily modified environments, including urban areas</b></p> <p>Building with Nature is mainstreamed in 3 landmark urban planning and hydraulic infrastructure developments, enhancing community resilience.</p>	4	<p>We introduced the Building with Nature approach in a number of projects in Asia and Latin America. Pilot projects are currently connected in regional programmes and a global initiative on sustainable urban development. This offers opportunities for addressing barriers to upscaling of Building with Nature through a joint approach, and for connecting site-based plans for Building with Nature with multi-lateral donors and investors.</p>

Sub-strategies & targets for 2020	State of progress to target	Explanation
<p><b>4. Integrated management of deltas</b> Healthy ecosystems sustain human populations and biodiversity in 10 key deltas across the world.</p>		<p>Our dialogues on sustainable delta management in Asia, Africa and Latin America resulted in adoption of management plans in five target deltas. This ensures the protection and restoration of environmental values and that the needs of diverse stakeholder groups are considered. It is expected that similar plans will be adapted in the other target deltas.</p>
<p><b>BLUE LIFELINES FOR A RESILIENT SAHEL</b></p>		
<p><b>1. Blue Lifelines for a resilient Sahel</b> Improved status of at least 3 major wetland systems in the Sahel, as part of efforts to achieve sustainable and climate resilient development.</p>		<p>Knowledge and tool development and civil society capacity building have continued in the Upper Niger and Ewasu Ny'iro and Sourou basins to help safeguard major wetlands. Our plans to work in the Sudd have been initiated. Engagement and support to governance and decision-making bodies and organisations from local to watershed scales is increasing, building on development of capacity in our local partners. The overall status of these major systems depends on the nature of large scale energy and agriculture investments that are yet to be made.</p>
<p><b>REPLENISHED WATER STORES FROM MOUNTAINS TO THE SEA</b></p>		
<p><b>1. Save and restore mountain water towers</b> Investments in restoration and sustainable management of high altitude wetlands in 2 ecoregions committed to by governments and International Finance Institutions.</p>		<p>An initiative in the Andes has been initiated, focusing on two important wetlands in Peru and Argentina. Early results are already promising with local partners and communities enthusiastic and asking to consider means for upscaling and replication. An eco-regional initiative for the Andean wetlands is being proposed.</p>
<p><b>2. Water and food secure wetland communities</b> Public and private investment commitments in 6 watersheds to safeguard and restore freshwater wetlands as measures for water and food security.</p>		<p>We are active in many catchments and river basins building the capacity of civil society to engage with government and private sector to address key policy gaps, investments and implementation challenges. Increasingly we are becoming influential in policy and investment in many of these basins with good examples in the Ziway-Shalla basin in Ethiopia, Agusan in the Philippines. New programmes in the Mediterranean including in the Sebou basin, Morocco show further promise for the future.</p>
<p><b>3. Floodplains for safety and security</b> Public and private investment commitments for 3 flagship landscape scale floodplain restoration programmes</p>		<p>A large-scale, long-term programme has been initiated in the Parana-Paraguay river corridor spanning Argentina and Brazil, where investments in floodplain management and restoration are foreseen, especially in the Lujan River, Argentina. Work is continuing in the Ganges floodplains in Bihar and our European Office has been building networks and partnerships to influence the reviews of major European water legislation.</p>

Sub-strategies & targets for 2020	State of progress to target	Explanation
<p><b>PEATLAND TREASURES SAFEGUARDED</b></p>		
<p><b>1. Protect and conserve the remaining intact peatlands</b></p> <p>Governments and key private sector actors (drivers of conversion) in at least 4 key peatland regions have active policies to avoid the development, conversion and degradation of intact peatlands.</p>	<p>3</p>	<p>Through our work on guidance and strategy development intact peatlands were prioritized for protection in Indonesia, Mongolia, Russia and Europe. Intact peatland have been given priority conservation status in fire and haze mitigation plans in Indonesia and Russia. Over 20 percent of the global palm oil production and most of the Indonesian pulpwood production ensured the identification and management of high conservation status peatlands. Unfortunately, the companies that do not commit to sustainable production continue conversion of intact peatlands. To counter this there is a need for ensuring a level playing field for the whole sector through national regulation which will enable us to reach our target.</p>
<p><b>2. Rehabilitate and restore degraded peatlands</b></p> <p>Governments and key (peatland based) private sector invest in at least 5 peatland regions have reversed the degradation of over 3 million hectares of degraded peatlands (7% of the global area of degrading peatlands) achieving substantial GHG emission reductions.</p>	<p>4</p>	<p>Capacity building and advice to governments of Indonesia, Russia and Mongolia is improving the success of the implementation of the rehabilitation of 3 million hectares of degraded peatlands, mainly in Indonesia and Russia. Industry players in the palm oil and pulp for paper sector have enhanced their contribution to government-set goals in Indonesia through collaboration on landscape scale with civil society, government and with our technical advice. So, we anticipate our target will be met.</p>
<p><b>3. Develop and promote sustainable land-use on re-wetted peatlands</b></p> <p>Governments and key (peatland based) private sector (e.g. palm oil, pulp for paper, biofuels) as well as local communities are actively piloting or upscaling paludiculture as an innovative means for sustainable and peatland landscape management and climate change mitigation.</p>	<p>3</p>	<p>Through establishing and operating a new Fund, we have enhanced the capacity and stimulated the implementation of community-based sustainable land-use on re-wetted peatlands in Indonesia. However, the mechanisms for upscaling are not in place. And there are no plans by government nor private sector to phase-out peatland drainage use beyond pilots. We will encourage private sector more to established (RSPO, FSC) and new platforms to enhance sharing of pilot results to stimulate learning, identification of knowledge gaps and policy needs. This will enable us to show the business-case for governments to recognize this solution to curb public costs while keeping productive use of peatlands.</p>

# Healthy wetland nature

## Halt and reverse the loss of wetland habitat and species

### BREAKTHROUGH

#### Wetland values revealed along Indian Ocean coast

As part of our Coasts Count! Campaign, new coastal wetland territories were surveyed in the International Waterbird Census. Important new counts include Bahrain, Seychelles, Réunion and the British Indian Ocean Territory. This led to the recognition of the importance of coastal wetlands for waterbirds and support for the designation of the wetland Barr Al Hikman in Oman, as a Ramsar site of international importance.

#### “Villavencio Natural Reserve” in Mendoza province, Argentina designated as a Ramsar site

In December 2017, the Villavencio Natural Reserve, with an area of 72,000 ha of different types of wetlands typical from the arid Cuyo region in Argentina was designated as a new Ramsar site, being the third Ramsar Site in the Mendoza province. We carried out the wetlands inventory within the reserve, prepared the Site Information Sheet and provided technical advice in the designation process.

#### Argentina National Wetland Inventory provides better data and information for wetlands conservation and management

In Argentina, the Ministry of Environment and other stakeholders now have better access to the characteristics and location of wetland ecosystems within Argentina as the knowledgebase for their conservation and management. This is the result of the reactivation of the Argentina National Wetland Inventory following discussions about the Minimum Standard Law for wetlands conservation. This was achieved through our partnership with the Ministry and various universities. We have worked for 20 years as one of the key partners leading the National Wetland Inventory process, while one recent result is the publication of the first Wetland Regions of Argentina (see the list of publications 2017), a project in which we were the lead partner.

Lagunas de Guanacache, Argentina



### **Compilation of key guidelines and lessons learned for wetland conservation made available in Japan**

Wetlands International contributed to connect people for better access to key information, experiences, skills and approaches for wetland conservation and wise use obtained in Japan, through joining a consortium of partners including the Ramsar Center Japan, the Japan Wetland Society, the Ministry of the Environment and others to hold a Wetlands Symposium. Together we compiled, edited and published a report, presented in the Asian Wetlands Symposium (2017), which will also be presented in the Ramsar COP13 in 2018.

### **Wetland management by competent authorities in China better informed**

The China State Forestry Administration have approved access to and assimilated relevant knowledge from best practices in wetland management, restoration and compensation mechanism through technical inputs, training programmes, and overseas study tours, organised by Wetlands International in China.

### **Policy-relevant dialogues developed with Ethiopian government**

While working on the re-allocation of water to Lake Abijatta in the Rift Valley in Ethiopia in order to safe it as a biodiversity hotspot, Wetlands International held a number of engagements with the government. After a few meetings an opening was created to start a dialogue on a Wetlands Proclamation, Wetlands Regulation, the mainstreaming of wetlands in development policies and strategies, development of a stand-alone wetland policy & strategy and, last but not least, accession to the Ramsar Convention.



### **Strengthened Asian Waterbird Census sets an example for citizen science initiatives in Indonesia**

In Indonesia, we achieved substantial volunteer engagement since 2016 through coordinating and promoting the Asian Waterbird Census, an important citizen science initiative. With support from National Geographic Society, this resulted in engaging almost 300 volunteers and 44 birdwatching groups, covering 142 sites in 21 out of 34 provinces, recording almost 70,000 waterbirds and 52% of Indonesia's waterbird species. University Students and Conservation Staff received coaching on waterbird monitoring. As a consequence, the Census was adopted by the prestigious National Partnership on Migratory Birds as a model for country-wide citizen science approach. National ministries launched it as a mechanism to implement Indonesia commitment to the East Asian Australasian Flyway Partnership (EAAFP) at national level – which only few countries have.

## **Investment in wetlands as Natural Capital**

### **Housing developers and waste water companies in Malaysia include wetlands in urban development**

In Malaysia, urban development is undergoing a paradigm shift from traditional grey infrastructure to green infrastructure: wetlands are increasingly integrated into development schemes, not only contributing to wetland conservation but also for reducing water-related risks (e.g. flooding, pollution). As a result of our promotion of the potential of wetlands in an urban setting amongst government, industries and the general public, two prominent housing development companies in Malaysia are now working with the concept of 'Living within Nature' by including wetlands in their housing developments. Wastewater managers asked us for advice on constructed urban wetlands for green treatment methods.

*Functional urban wetland for filtration at National Hydraulic Research Institute of Malaysia.*



*The majestic mangrove trees that make up the canopy of mangroves forest in Rufiji Delta*

## Vibrant coasts and deltas

### Maintain intact wetland environments

#### **Global Mangrove Alliance kicked off concerted global efforts for mangrove**

Conservation International, IUCN, The Nature Conservancy, WWF and Wetlands International established the Global Mangrove Alliance, a new mangrove conservation effort, that aims to increase total mangrove cover with 20% by 2030. The Alliance will bring dozens of NGOs, government agencies together, facilitating action on the ground, knowledge development and policy dialogue. Based on a common strategy, it will support improved mangrove management that contributes to climate mitigation, adaptation, food security, coastal protection and biodiversity conservation. Dialogues between the alliance partners have already resulted in the establishment of plans for large scale mangrove conservation in East Africa and Brazil, and global outreach through the Alliance's dedicated website.

### Sustainable coastal production systems

#### **BREAKTHROUGH**

#### **Enabling mangroves to recover naturally**

NGOs and government partners in Guinea-Bissau, Philippines and Indonesia have started to apply ecological mangrove restoration approaches restoring 150 ha. We reached thousands of mangrove professionals worldwide, informing them about new mangrove restoration approaches that succeed through creating the right conditions for natural recovery. The brochure "to plant or not to plant" was disseminated in 10 languages.



*Mangroves naturally regenerating in an abandoned fish pond in Tacloban Philippines*



## Degraded coastlines and heavily modified environments, including urban areas

### Incentives for community action in Demak, Indonesia

10 communities in Demak, Indonesia signed “biorights contracts” with Wetlands International and the local government to restore at least 50 hectares of mangroves that will, along with recently constructed permeable sediment trapping structures, provide coastal protection. In return, the communities receive loans from Wetlands International to revitalise 300 hectares of aquaculture ponds. If the conservation measures are successful, communities don’t need to repay their loans. This model offers a basis for government agencies to upscale this work with government budget as part of other large scale coastal zone planning initiatives.

## Integrated management of deltas

### Water allocation plan for the Hirakud reservoir, India, adopted

The Odisha wetland development authority, India, endorsed a management plan for the Hirakud Reservoir that will ensure the improved water allocations for farmers, fishermen and others and enhance the ecological health of the Chilika lagoon, a highly

biodiverse coastal wetland that provides more than 500,000 people with important natural resources. Our research has shown that the past water allocation regimes from the reservoir caused the changes river flow regime downstream that have far reaching ecological impacts on the Chilika lagoon. Further, it was found that changes in land use upstream affect water provision to the reservoir itself. We worked with the State government and others to develop the management plan.

### Management plan for the Ashtamudi Estuary, India

The wetland authority of Kerala, India, adopted an integrated management plan of the Ashtamudi estuary, providing a basis for protecting valuable wetland habitats, managing natural resources, while informing sustainable agriculture and aquaculture practice. The plan, co-developed by Wetlands International and the Centre for Water Resource Development, was based on an extensive assessment of ecological status and trends of this important site. The largest estuary on the west coast of India, Ashtamudi has suffered from uncoordinated sectoral developments, leading to rapid degradation of the estuary basin and the wider coastal zone. This new plan provides the basis for sustainable development, respecting and supporting the wetland values.

*Fishermen at Chilika lagoon in India*





Rice farmers in the Inner Niger Delta

## Blue lifelines for a resilient Sahel

### BREAKTHROUGH

#### **Wetlands as peace-keepers on the international agenda**

Through our landmark report [“Water Shocks: Wetlands and Human Migration in the Sahel”](#), we presented evidence on how the shrinkage of wetlands in the Sahel is contributing to undermine human security, fuelling societal tensions and compelling people to migrate, including to Europe. This has provided new links with the development and humanitarian sectors and opened up dialogues and opportunities to influence investments in development and climate action across the Sahel.

#### **Farmers, fishermen and pastoralists in Mali’s Inner Niger Delta collaborate instead of compete for land and water resources**

In 2017, through the support of Wetlands International, hundreds of associations and cooperatives of farmers, fishermen, pastoralists and women in three districts (cercles) in Mali’s Inner Niger Delta, organised themselves for the first time into one coalition per district to foster sound management of the risks they face from the collective use of increasingly scarce land and water resources. It is the first time that farmers, fishermen and pastoralists, including women have come together to address these issues and found complementarities. The coalitions address conflicts emerging from the use of land and water, promote

good practices such as respect of the fishing season, wood cutting limits, cattle passes etc. Their members are informed on drought or floods predictions and provided with advice. The coalitions engage with authorities and politicians as one voice to demand for policy changes and their policy enforcement to secure access to land and water.

Together with our Partners for Resilience Red Cross, Care and Climate Centre, we identified interested community-based groups, organised and facilitated workshops and training, including on lobby and advocacy skills. We provided guidance on the key steps of bottom-up coalition forming.

#### **Food and energy security investments in the Upper Niger basin shown to be very risky for the Inner Niger Delta**

Studies completed in 2017 have shown that the planned expansion of industrial scale irrigated agriculture in Mali and the linked development of a multi-functional hydropower facility in upstream Guinea pose serious risks to the massive Inner Niger Delta and its 2 million inhabitants. Production of rice, fish and livestock could all be reduced by 30% and drought risk would rise to one year in four. Wetlands International lead a Malian and international team to model the consequences of planned investments in the Office du Niger irrigated area, the proposed Fomi dam in Guinea and the consequences of climate change. This knowledge is now being used to support dialogues with Malian government stakeholders to try to influence the future development trajectory in the region.



Lake Junin, Perú

## Replenished water stores from mountains to the sea

### High Altitude Wetlands

#### **Saving High Andean Wetlands for people and nature**

A new, long-term programme, was initiated in 2017 to safeguard the high-altitude wetlands of the Andes. Working in the Pozuelos Lagoon in Argentina and Lake Junin in Peru, we will pilot technical innovations and dialogues with economic and agricultural actors to safeguard and restore these high-altitude wetland systems. Building on this we will develop a major regional programme to replicate and scale up this work across the region. We developed and initiated this project in consultation with local government and civil society organisations.

#### **Local communities and government in Guanacache lagoon, Argentina, adapt to climate change through natural infrastructure**

The marginalised Huarpe community living around the Guanacache lagoon, a Ramsar site in Mendoza province, Argentina, is gradually taking responsibility for maintaining 400 ha of restored wetlands. They re-built gullies where necessary, undertook ecological monitoring of water quantity, water quality, flora and fauna and engaged with the authorities when conservation of the lagoon was in danger. The accumulated rainwater is a key resource for local livelihoods. In addition, the Ministry of Environment of Mendoza province asked Wetlands International to develop an institutional restoration plan for Guanacache lagoons and ensured funding for its implementation.

#### **Wetland authority established in Himalayan Indian state**

The Government of Himachal Pradesh has agreed to constitute a wetland authority and base its wetland management on integrated approaches to tackle rising water risks. The degradation of wetlands in high altitude areas of the State has added to disaster vulnerability in the Himachal Pradesh landscape. By creating this committee, the opportunities to systematically prioritise and conserve wetlands through integrated risk management are stronger. Wetlands International presented the case for integrated management for wetlands to the Chief Secretary level meeting held at Shimla in July 2017. Subsequently, we were nominated as a member of the technical committee.

### Water and Food Secure Communities

#### **More water for rural communities in the North-east catchment of the Ewasu Ng'iro river, Kenya.**

In February 2017, the Kenya Water Resources Authority (WRA) declared that water rationing measures would increase from 2 to 4 days during February and May, prohibiting upstream water abstraction. River discharge experienced a 36% increase since, reducing water use conflicts which had become rampant in the catchment area. Wetlands International strengthened the capacity of Water Resources User Associations in September 2016 in their roles and responsibilities, which included building the capacity of the WRA in the enforcement of water conservation and management rules.

### **New programme in the South and East Mediterranean**

With growing pressure on water resources from climate change and food production, freshwater wetlands in the Mediterranean are under ever-increasing threat. A new programme has been secured by Wetlands International, together with the Global Water Partnership Mediterranean, IUCN Mediterranean and ROWA, MedWet, Tour du Valat and WWF North Africa. It will support civil society in the Southern and Eastern Mediterranean to bring wetland issues into mainstream water planning and management dialogue. The programme will initially focus on supporting existing partnerships and in the medium term expand this into a regional initiative supporting civil society capacity development for sustainable catchment management.

### **Dutch development cooperation committed to bring together Water, Sanitation and Hygiene (WASH) with integrated water resource management (IWRM)**

The Dutch government has agreed to develop a policy framework to ensure that WASH and IWRM investments are better integrated, in line with international commitments to deliver the Sustainable Development Goals. This will not only help to ensure sustainability of WASH services but will also help to safeguard wetlands which play an important role in supporting water supply in water insecure parts of the world and protect them from poor water allocation. Wetlands International worked with IRC, our partner in the Watershed Alliance, to achieve this, undertaking analyses and carrying out lobby activities to promote the alignment of IWRM and Dutch WASH policies and practices.



### **LAPPSET major economic corridor construction in Kenya put on hold**

Construction of Isiolo Resort City - a key component of the East Africa infrastructure project 'Lamu Port, South Sudan, Ethiopia Transport Corridor (LAPPSET)' - has been halted to consider community concerns over downstream water stress and impacts on vital ecosystems. Development of the Crocodile Jaw Dam for water supply to the development and other land use changes threaten wetlands and wildlife corridors downstream and this has now been recognized by the Kenya government. Wetlands International together with other international civil society organisations engaged with the Kenyan government to raise concerns about the construction plans. We conducted impact screening of the hydropower dam and prepared a database that informed the review of the Strategic Environmental Assessment (SEA). Together with local CSOs, Wetlands International facilitated the process of formulating community concerns through a legal opinion delivered to the National Environment Management Authority.

## **Floodplains for safety and security**

### **BREAKTHROUGH**

#### **Corredor Azul: Connecting people, nature and economies along the Paraná-Paraguay river system**

We initiated a major long-term programme, "Corredor Azul", to help safeguard the Paraná - Paraguay river corridor in South America, one of the worlds' last remaining free-flowing major river system. The programme focuses on three hugely diverse wetlands: the Pantanal wetland, the Ibera marshes and the Paraná Delta. The river and wetland system is threatened by growing pressure on land and water for industrial scale agriculture, hydro-electric developments and navigation.

*Collecting water from the Tana River, Kenya*



# Peatland treasures are safeguarded and restored

## Protect and conserve the remaining intact peatlands

### The proposed adverse law on palm oil in Indonesia delayed

The draft law on Oil Palm (RUU Perkelapasawitan) that allows for deforestation and new peatland drainage and that was expected to be endorsed in March 2017, was delayed and not endorsed during the year. Instead, there are indications that the President of Indonesia is preparing the strengthening of the moratorium on new palm oil plantations. Wetlands International has strategized with other civil society actors to influence this process to prevent the law from being passed in Parliament.

### Indonesia government enforces decrees to protect peatlands

The Indonesian Ministry of Environment and Forestry (MoEF) has been strictly implementing the ministerial decrees on peatlands. The endorsement of long term workplans of the pulp wood plantation sector on peatlands by MoEF was a crucial moment for the government to show that they are serious about enforcing the new regulations. Notably, this led to the suspension of the operations of Asia Pacific Recourses Limited (APRIL)-owned PT Riau Andalan Pulp & Paper

(RAPP) which is holding over 265,000 ha of drained plantations on peatlands and only regained their license to operate after amendment of their workplan of operation on peatlands in the second week of January 2018. The emphasis of our work has been to critically engage with APRIL and Asia Pulp and Paper (APP) as they by far have the largest negative impact on peatlands in the sector.

### RPSO working group advocates for no new oil palm developments on peat

The second Peatland Working Group of the Roundtable for Sustainable Palm Oil changed its definition of peatlands from >65% to >35% organic matter in at least 50 cm in the top 100 cm soil, except for Malaysia. Also, it proposed to revise the principle of 'limited oil palm developments on peat' to 'no new oil palm developments on peat'. The new definition and the revised principle are likely to be adopted in the new Principles & Criteria. As a consequence, more organic soils worldwide will be defined as 'peat' by RPSO and it will lead to a considerable decrease in peatland development for oil palm, not only in South East Asia, but also in new target areas such as Congo Basin and Brazil. Wetlands International, as member of PLWG 2 contributed significantly to realise this important change.

*Large-scale ecological peatland restoration in the Tver region in Russia*



### **The European Parliament approved report on palm oil and deforestation of rainforests.**

The report recognises the adverse effects of palm oil development on peatlands including GHG emissions and fires. It is an important recognition of the EU on the environmental issues related to palm oil and adds to the debate about curbing the issues. Wetlands International engaged with the Parliament and submitted amendments based on our technical knowledge and expertise.

## **Rehabilitate and restore degraded peatlands**

### **BREAKTHROUGH**

#### **Peatlands gain recognition as climate change regulators**

With German and Russian partners, we were proud to receive the prestigious [UN Momentum for Change Award](#) for our work on peatlands at the UNFCCC COP 23. Through our PeatRus project – the largest peatland restoration initiative in the world. we guided the rewetting of 35,000 hectares of degraded peatlands in Russia, leading to emission reductions of over 175,000 tons of CO2 equivalent a year.

*Receiving the Momentum for Change Award with partners*



### **Western banks and investors largely pulled out of funding pulp & paper companies in Indonesia**

Dutch ABN AMRO decided to not renew their loan to Royal Golden Eagle Group for activities of APRIL, a major pulp and paper company active in South East Asia. This decision was made after the sharing of concerns by Indonesian civil society and the Environmental Paper Network, of which Wetlands International is a member. We held a workshop in Singapore hosted by ABN AMRO and attended by 11 Asian and international banks, where we shared information sustainability issues related to drainage-based peatland use of the pulp wood and palm oil sector.

### **Successful model developed for peatland restoration action plans**

The Peatland Restoration Agency (BRG) in Indonesia welcomed the Annual Action Plan on Peat Restoration in South Sumatra (jointly implemented by Wetlands International with WRI and ICRAF) as a blue print for future country-wide peatland restoration plans. The plan uses an inclusive, multi-stakeholder and science-based approach. BRG requested Wetlands International to extend the development of Action Plans into other peatland areas. This will contribute to the government's ambition to restore 2.4 million hectares of peatlands by 2020 to stop peatland fires and GHG emissions from peatlands.

### **Accounting for Greenhouse Gas (GHG) emissions will become mandatory in the EU**

The European Parliament decision on Land Use Land Use Change and Forestry (LULUCF) states that accounting GHG emissions and removals from managed wetlands will become mandatory from 2026. Wetlands International lobbied EU Institutions to address the land sector and CO2 emissions from agriculture in the EU 2030 climate and energy framework through a separate land use pillar. This was carried out in cooperation with NGO coalition in Brussels advocating for a mandatory accounting for managed wetlands.

# 3.

## Corporate communications

### On digital channels

#### IN 2017

We posted **52 times** on our website. The website received **96,517 page views**. We gained **1,584 new likes** on our Facebook page and **924 followers on Twitter**. We also started to invest more in our LinkedIn page, which had **2,513 followers** at the end of 2017.

We launched **new websites** for the following offices: Latin America and the Caribbean, Russia, and South Asia.

We organised the [ASiS International Essay Writing Competition](#) in collaboration with SM Sains Alam Shah (ASiS) School and the Ministry of Education in Malaysia. The theme was “Conserving our natural heritage – wetlands: a global perspective”. A total of 76 students, between 12-18 years, from 17 countries in Asia and Africa submitted entries.

We launched a new report: [‘Water Shocks: Wetlands and Human Migration in the Sahel’](#) which aims at highlighting to policymakers the relationship between the health of wetland ecosystems and involuntary human migration in the Sahel region of Africa.

Our publication examines how poor water management leads to degradation of ecosystems, and is an overlooked cause of human migration, including to Europe.

We represented our report’s messages and cases to relevant international fora such as the European Development Days in Brussels, Stockholm Water Week, the Environment and Emergencies Forum in Nairobi, the UNFCCC COP in Bonn, the Planetary Security Conference in The Hague, and Amsterdam International Water Week.

In these events, we initiated a dialogue with governments, humanitarian organisations (IOM, UNHCR etc), policy and finance institutions (e.g. EU, World Bank) and other non-governmental organisations, to highlight the linkages between human displacement, social conflict and the destruction of ecosystems.





CEO Jane Madgwick addresses the Global Platform for Disaster Risk Reduction

## Key moments

- The theme of World Wetlands Day was “Wetlands for Disaster Risk Reduction”. Our CEO Jane Madgwick attended a High-Level Roundtable Discussion on “[Healthy Wetlands, Resilient Communities](#)” in Geneva. Our offices around the world also marked the day through a variety of events highlighting the importance of wetlands for disaster risk reduction and climate change adaptation, including a panel discussion in Kenya, a seminar in Indonesia, presentations in Brussels, mangrove tours in Panama, and a symposium in Tokyo. We were also active on social media, increasing our reach significantly. For example, on Facebook, our posts reached 26,539 people during the week of World Wetlands Day.
- We launched a new report “[Water Shocks: Wetlands and Human Migration in the Sahel](#)”. The report was launched during a press conference in Brussels, where the Red Cross and Wetlands International presented a powerful message: Humanitarian organisations need to connect their work with the environment and development actors to find lasting solutions to social conflict linked natural resource scarcity. Driving forward inclusive and sustainable development in the Sahel is an urgent, global priority. But this will only be achieved by shifting from the traditional development paradigms and hard infrastructure schemes which play havoc with the natural hydrology of the region. Maintaining and restoring the natural resource base is essential to increase water and food production and provide livelihood strategies to enable people to cope with an increasingly uncertain climate.
- During the Global Platform for [Disaster Risk Reduction in Cancun](#), Mexico, we initiated the dialogue among governments, private institutions and other non-governmental organisations on the feasibility of ecosystem-based solutions to reduce humanitarian and environmental disaster risks and the alternatives to bring these solutions from small pilots to bigger initiatives. We called for moving towards intersectoral collaboration with regards to the ecosystems, water and land management to positively impact communities and achieve a real long-term sustainable development.
- We advocated in the UNFCCC Climate summit - COP23 for the need to protect, restore and sustainably use wetlands for adapting to climate change and reduce greenhouse gas emissions. During COP23 we received a [Momentum for Change award](#) by the UFGCCC for our peatland restoration in Russia as one of nineteen diverse ‘Lighthouse Activities’ for tackling climate change.



*The launch of Water Shocks: Wetlands and Human Migration in the Sahel with the support of Red Cross Societies, European Commission and International Organisation on Migration.*

## Key online content

- In the framework of the World Water Day's theme "[Why waste water?](#)" we shared a blog highlighting the importance of healthy wetlands for clean water, food and livelihoods, and their role in achieving the Sustainable Development Goals, especially Goal 6.
- We contributed an article for [Impakter magazine](#) on the vital importance of making progress towards the Sustainable Development Goals for wetlands and communities in the Sahel.
- In the framework of the World Migratory Bird Day's theme "[Their Future Is Our Future](#)", we highlighted the importance of wetlands not only for migratory waterbirds but also for millions of people in the Sahel region who migrate involuntarily.
- On [International Day for Disaster Risk Reduction](#), we highlighted the link between wetlands, conflict and out-migration, through a blog post written jointly with the Ramsar Convention.

## Key contributions

- We supported the launch of the [Global Land Outlook](#) by the United Nations Convention to Combat Desertification, to which we contributed input on the importance of land-water interactions. The publication reports on land resources and the impacts of changing land use, with a significant focus on water and wetlands.
- On [World Mangrove Day](#) (26 July) we supported the launch of the [Global Mangrove Alliance](#) that brings together Conservation International, IUCN, The Nature Conservancy, WWF and Wetlands International. The alliance aims to expand the global extent of mangroves 20% by 2030.
- We released six case studies from different countries that showcase how to address humanitarian disasters by understanding the interactions among water infrastructure, vegetation, land use and climate variability. The cases point out the need to work with all water users and other social actors to achieve results. See our Publications section for these and other publications during the year.



# 4.

## Functioning of the organisation

### Our set-up

Wetlands International is an independent **global network organisation of 20 offices**, which share the name and brand “Wetlands International”, safeguard one reputation, implement a joint Strategic Intent and adhere to a common set of organisational policies. Several offices, including the Head Office based in Ede-Wageningen, the Netherlands (registered as *Foundation Wetlands International*), have an independent legal status in their country of operation. Other offices operate under hosting agreements and/or are in the process of becoming independent legal entities.

The independently functioning offices are bound to the global network organisation by an internal agreement that stipulates the requirements an entity needs to comply with in order to be part of the Wetlands International network. The head of each office is hired by its local board, existing of members with complementary skill sets, experience and networks, well-placed to represent the countries’ and regions interests and advise and support the office management team on opportunities and threats in the country or region.

A **Global Board**, consisting of the CEO, COO and the Heads of Offices, is responsible for strategic priority setting and decision-making on thematic, programmatic and institutional issues. This includes a common set of policies, tools and guidelines. It ensures that the annual planning and implementation are in line with the Strategic Intent throughout the network

The **Management Team**, consisting of the CEO<sup>1</sup>, COO<sup>1</sup>, Head of Programmes and Head of Advocacy and Communications, is responsible to implement what is set out by the Global Board and entrusted with the day-to-day management of the organisation. The team guides, supports and connects the network from the head office in the Netherlands, with 34 staff and 6 volunteers in 2017. The head office has its own terms and conditions of employment and salary scale. Salaries are benchmarked every 4 years, to compare salaries with similar not for profit organisations. CEO and COO salaries are part of that system. In 2017, a confidential advisor was appointed for the head office in the Netherlands.

Our external auditors assess annually the organisational set up and processes. Identified risks and advice on how to address them are sent to the Supervisory Council (SC) and the Management Team (MT). The MT reports annually to the SC how the risks are mitigated.

The Heads of Office, Management Team and the technical lead persons of each of the five streams meet annually to discuss strategic and institutional 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.

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<sup>1</sup> Profiles of the CEO and COO are determined by the Supervisory Council whereas their tasks are defined in the Articles of Association of the Foundation Wetlands International, with further elaboration in the Rules and Regulations



Field trip during the Annual Meeting of the global leadership team 2017

## Governance

Wetlands International has 35-member organisations, governmental as well as non-governmental (see p. 74 for an overview of members), united in the *Association Wetlands International* and with the main objective to adopt the Strategic Intent; our global strategy with a ten-year outlook that is, together with members and other stakeholders, reviewed and redeveloped every five years in response to a changing context. The Association membership fees contribute to implementation of the strategy and especially to strategic investments by the organisation.

Wetlands International is governed by a non-paid **Supervisory Council**<sup>2</sup> of nine members, who also constitute the **Board of the Association**. In addition, the independent network offices are each governed by a local board. To ensure integrity and alignment with the strategy and organisational interests, the CEO (or its representative), is a qualitate qua member on the local boards. The members of the Supervisory Council come from diverse backgrounds in order to provide the range of expertise, experience, network and diversity necessary to fulfil their duties. The members are appointed in their capacity as individuals, not as representatives of other entities. For the Council's/ Board's composition and scheme of resignation as of 31 December 2017 please refer to the overview on page 71. Their main tasks are to

- discuss and, following additional action and clarification of findings by the external auditor, approve important decisions of the Management Team as specified in the Articles of Association, such as the Annual Review and Plan, the Budget and Strategic Partnerships. Supervise risk management.
- monitor progress and developments during bi-annual full Council meetings and specific reports by the Management Team.
- annually assess the performance of the CEO
- support/advise the organisation with regards to strategic and institutional direction and development.
- The Supervisory Council also assesses and discusses its own performance.
- None of the individual Council members holds primary or additional occupations that can give rise to conflicts of interest with their supervisory role with regards to Wetlands International.

<sup>2</sup> The tasks the Supervisory Council are defined in the Articles of Association of the Foundation Wetlands International

## Achieving our objectives

The Strategic Intent is the main guiding document for the organisation's action. For monitoring purposes, targets have been defined for all sub-strategies. All offices are accountable for performance against these targets. Lead persons are appointed for each of the 5 streams of work. After 5 years the Strategic Intent is updated, following an extensive review process involving all main stakeholders.

Regional and national five-year strategies, managed by national Wetlands International offices, set out the regional and national contributions to the Strategic Intent. The ambitions of the Strategic Intent have been translated into an Annual Plan that specifies the results to be achieved that year, funding to be attained and expenditure for different cost categories. After approval of the Annual Plan and Budget, the Management Team is responsible for the implementation.

The Strategic Intent is largely implemented through projects that vary in length from less than 1 year to up to 5 years. Each project contributes to one or several strategies of the Strategic Intent, as such ensuring an integrated approach to the wise use and restoration of wetlands. Annex 1 provides an overview of all projects that were implemented during 2017.

Project proposal development is an on-going activity of the Wetlands International staff. Proposals are accepted on the basis of content, viability and efficiency by the Management Team before funding is sought from donors.

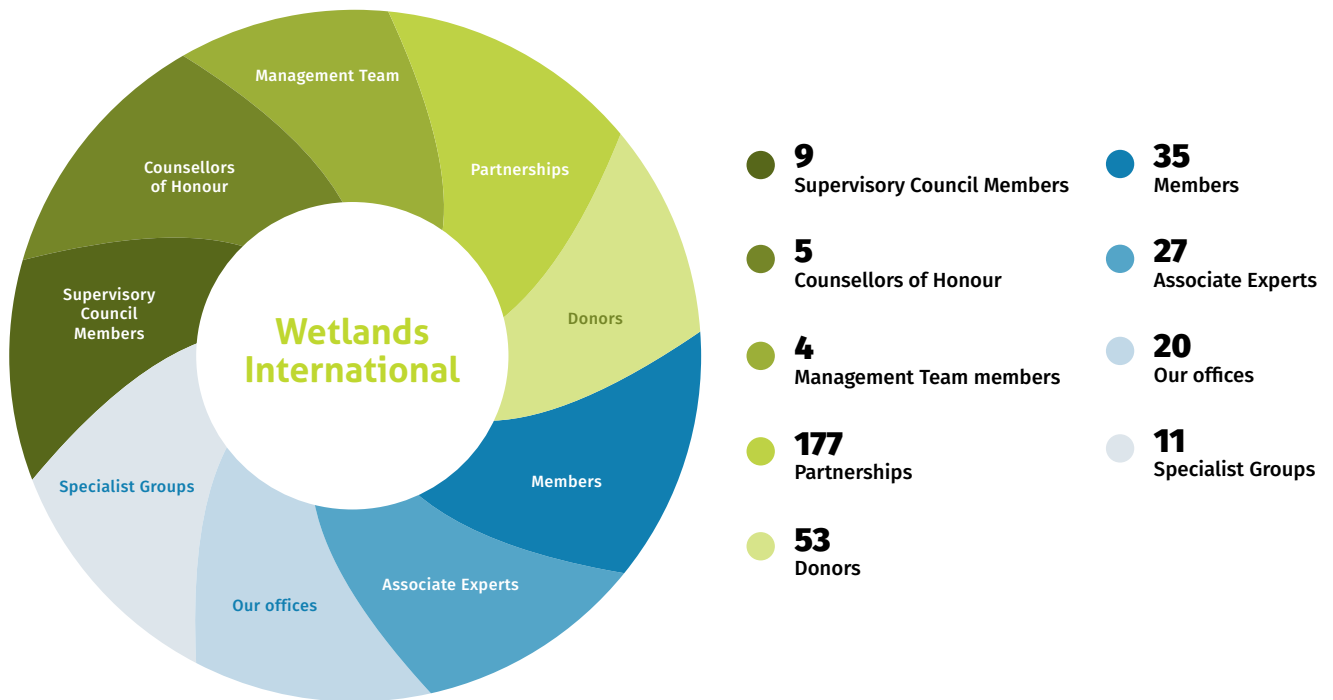
Implementation of projects is often carried out through joint efforts of several Wetlands International offices and other partner organisations on the basis of agreements and contracts. Field visits and technical advice on the implementation are key monitoring activities of the Foundation. Frequency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

## Communication with stakeholders

Network organisations are becoming more effective than traditional, centralised, hierarchical ones. Our network organisation is more than a list of offices and partners. It consists of diverse entities which share knowledge and values and with whom we communicate.

Wetlands International does the utmost to ensure that the information it provides is true and reliable. Wetlands International's external communications are guided by its communications policy. The Global Brand strategy is a reference for all actions of all staff. Essential information regarding its functioning, such as the Strategic Intent, annual plans and annual reviews are available on the website. Members are specifically informed through the annual members meeting and are regularly provided with progress updates and publications. Donors, partners and project beneficiaries are mainly informed as specified and needed within projects. The partnership policy stipulates clear principles about 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 entities 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. The organisation has established an official complaints procedure, which is available on the website. There is also a general email address [post@wetlands.org](mailto:post@wetlands.org), handled by the support team, who distribute incoming messages, for handling by relevant staff.



## Learning from our practice

Wetlands International got better at negotiating last year as 18 colleagues from our offices and local partner organisations took part in the training ‘Negotiation Skills for Achieving Sustainable Use & Conservation of Wetlands’ in the Philippines. Reconciling various, sometimes competing interests in a landscape and negotiating about that is not easy and self-evident. We therefore organized a training in the ‘Mutual Gains Approach’ to achieving a constructive dialogue that results in an agreement that is better than existing alternatives and meeting the priority needs of all stakeholders involved in a process or problem. Two project evaluations were undertaken during the year. The external evaluation of the project ‘Protracted Crisis Horn of Africa’ concluded that water and food security in these fragile regions has been improved but need further consolidation. This will be taken care of through follow up programmes in both regions; ‘upscaling Eco-Disaster Risk Reduction’ in Somali region and the Partners for Resilience programme in South Sudan. The ‘Proud of my Purok’ project in the Agusan river on the Philippine island of Mindanao undertook

a participatory self-evaluation. Results were overall positive with enhanced governance and community ownership over restoration activities and disaster risk reduction measures. As the project ended, learnings from that evaluation were taken up by the Partners for Resilience programme that continues in the same area. The evaluation of the Shell partnership, done in 2016, was used in 2017 to inform the decision to not renew the partnership whilst continuing to cooperate in ongoing projects and remaining open to collaborate further in the future.

In Kenya and Uganda, we introduced outcome harvesting, a qualitative approach to monitoring, evaluation and learning through a 2-day training with follow-up coaching for staff of all Watershed partners. This was a pilot of the Watershed strategic partnership with the aim to implement it in all 6 countries. Elements of the methodology were also taken up by the Partners for Resilience programme and other staff showed interest to use it for their own learning and adaptive management.

# Our offices

Senegal / Africa

Mali / Sahel

Guinea-Bissau

Kenya / East Africa

Ethiopia

Nigeria

Uganda

Argentina/ LAC

Panama/ LAC

Guatemala

China

Japan

Indonesia

Malaysia

Brunei

Philippines

India / South Asia

Belgium / European Association

Russia

Netherlands / Head office







# 5. Resourcing the global organisation

Our main source of income came from project funding. The total project income of the Wetlands International global network in 2017 amounted to 13,2 M EUR. In addition, member countries and NGOs as well as one-off supporters contributed 0,5 M EUR of flexible funding.

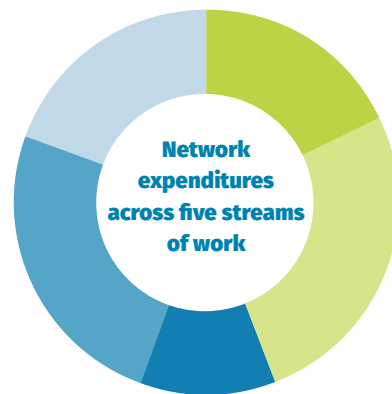
The list of projects 2017 in annex 1 gives an overview of all projects implemented throughout the year, with details on the amounts funded, the project period, the name and types of donors, which of the five streams of our Strategic Intent the project contributes to, as well as the Wetlands International offices that participated in project implementation.

## Our sources of income and expenditures across the five streams

Governments are our major source of funding (70%), with the Dutch and German governments responsible for 43% and 18% of our project income respectively. Trusts, foundations and NGOs account for 20 % of our donors whereas we received 7% of our income from companies. We aim to focus our work on the issues where wetlands matter the most to people and nature. We develop and implement programmes and initiatives organised according to five streams of work.



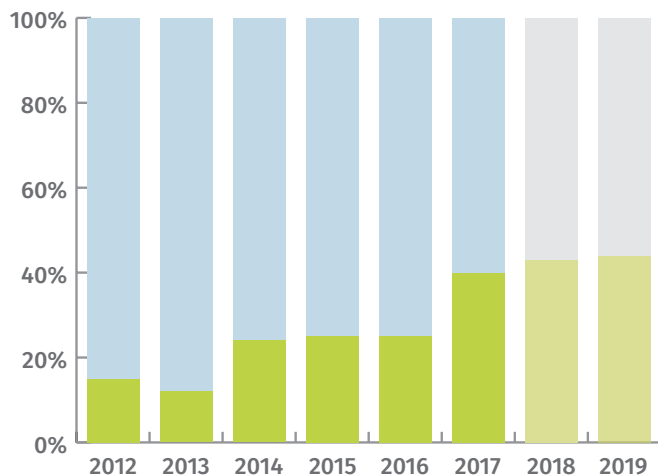
- Dutch government
- German government
- Other governments
- Association Wetlands International
- Trusts, Foundations and NGOs
- Companies



- Healthy Wetland Nature
- Blue Lifelines
- Water Stores
- Coasts & Deltas
- Peatland Treasures

## Increased resource development by network offices

Increasingly, our programmes are large scale and long-term, involving several of our offices. Head office and network offices combine efforts in resource development and increasingly network offices are directly financed by donors. Until 2016, network offices raised 25% or less of our project income. In 2017 however, this increased to 42% of total project income, as shown in the graph below. For 2018 and beyond, we expect this trend to continue. This way, we bring management and donor coordination close to where the action is and impact takes place, while the head office provides a support role as required. Projects that are managed through the head office, are mostly implemented by our network offices as well others such as scientific institutions and experts. A significant amount is subcontracted to these offices and others.



- Project income raised by network offices
- Project income raised by head office

## Our funding model to leverage investment

Using very little flexible funds, we are able to bring actors together and develop small pilot projects, which in turn leverage larger programmes supported by finances of partners and additional donors. With our programme results we leverage larger scale public and private sector investment in wetlands.





Foundation Wetlands International  
**Annual Accounts 2017**





# Introduction

Since the Foundation Wetlands International obtained the CBF<sup>3</sup> quality seal in 2011, it is obliged to apply the guideline of VFI<sup>4</sup> 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.

Although the turnover at 8.4M was 1.3 M higher than in 2016, it was significantly below budget (9.8M) and the most recent forecast. Based on a research into the reasons behind the gap several factors (a.o. significant underspending and inaccurate forecasting) were identified. An action plan aimed at improvement is currently being developed.

The total revenue only partly reflects the actual level of activities and outcomes for the organisation. The project activities in 2017 – as measured by expenses during the year (see table Realised total expenditure on project activities on page 68) differ only 0,1M from 2016. The realised total expenses on project activities since 2013 indicate a stabilising level of activity and investment over the years. Due to difficult filling of some specialist vacancies, the number of FTE's were in 2017 less with 29,6 as compared to 32,9 in 2016.

Based on RJ 650-2016 the accounts show the total expenses allocated to each of the five organisation's objectives ('streams'). In total 82.3 % of the total expenses was spent on these objectives (2016 78.3 %).

The 2017 result of Wetlands International is traditionally influenced by incidental effects of not always predictably claimable or non-claimable project costs during the start-up of projects and in the end phase. However, in 2017 the significantly lower result compared to budget and forecast was mainly due to underspending on projects which implied a lower cost recovery rate (hours coverage and overhead coverage). Currently action plans are developed that will enhance the quality of project implementing and subcontracting process.

As a part to the risk management policy at Wetlands International a risk register is updated at every reporting cycle including mitigating measures. The top 3 risks are specified in the table below.

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<sup>3</sup> Central Bureau for Fundraising

<sup>4</sup> Dutch Association of Fundraising Institutions (Vereniging Fondsenwervende Instellingen)

Risk description	Impact on organisation in 2017	Potential quantitative impact	Mitigating measures
1 Insufficient resource development for implementing Strategic Intent	Although the development of opportunities has continued, the expected enhanced quality of especially implementing of the projects in our portfolio lagged behind expectation. An action plan to address this is currently being designed and implemented.	Lower income proportionally impacts net result	The MT, Heads of Offices and senior staff are constantly identifying and following opportunities. Multi annual, multi-million projects are targeted successfully
2 Expenses significantly exceed budget	Organisational costs are well under control. Project cost and income have shown to be insufficiently monitored. The result over 2017 has indicated the set-up of a clear action plan to more systematically monitor projects and take action according to findings.	Donor income exceeding expenses proportionally impact net result.	Implement the action plan
3 Subcontracts and reporting are not of sufficient quality	Although rates and underlying cost + reporting requirements are clear in contracts, the reporting is at times too late. This needs to be more systematically monitored and addressed.	Depending on the donor contract, lower reported subcontract expenses may lead to lower overhead coverage (standard rate: 15%).	The expected enhanced quality of especially implementing of the projects in our portfolio lagged behind on the expectation that we had with installing the MT. An action plan to address this is currently designed and implemented

Again, substantial investments in fundraising were made to acquire new projects throughout Wetlands International. The costs of fundraising were slightly higher (192K) compared to 184K in 2016.

The ratio between Cost of Management and Administration and total expenses realised was 15.5% (19% 2016; 16% 2016 budgeted<sup>5</sup>).

Income is specified in accordance with the RJ 650 – 2016 standard, per back donor. The income of Wetlands International consists for the largest part of income from Government grants (77%). Income from Companies, Other Non-profit organisations and Affiliated non-profit organisations are (all three) around 7% of the total income.

During 2017 new contracts and extension of earlier acquired contracts were signed. The list of projects 2017 in annex 1 includes all projects that started in 2017.

<sup>5</sup> The generic CBF norm for management and administration costs is 10%

## Annual Account Foundation Wetlands International 2017

### Balance sheet as per 31 December in Euros

	2017	2016
<b>ASSETS</b>		
Tangible fixed assets (1)	80.359	86.398
Debtors and other receivables (2)	3.286.779	2.935.055
Cash and Banks (3)	<u>1.301.906</u>	<u>1.753.239</u>
	4.588.685	4.688.294
Total assets	<u>4.669.044</u>	<u>4.774.692</u>
<b>LIABILITIES</b>		
Continuity reserve (4)	326.832	600.117
Subsidies (5)	27.738	43.063
Other reserves	0	0
Provisions (6)	30.000	30.000
Short-term debts (7)	4.284.474	4.101.512
Total liabilities	<u>4.669.044</u>	<u>4.774.692</u>

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

	2017	2017 Budget	2016
<b>Income</b>			
- Income from private individuals	3.139	4.447	505
- Income from companies	633.907	729.928	872.833
- Income from Lottery organisations	42.336	45.693	200.948
- Income from Government grants (8)	6.506.703	7.126.412	4.637.391
- Income from affiliated non-profit organisations (9)	611.154	838.575	709.944
- Income from other non profit organisations	<u>648.002</u>	<u>1.013.615</u>	<u>653.215</u>
Total of private and governmental income (10)	<u>8.445.240</u>	<u>9.758.669</u>	<u>7.074.837</u>
- Other Income	<u>259</u>	<u>500</u>	<u>0</u>
Total income	8.445.498	9.759.169	7.074.837
<b>Expenses (11)</b>			
- Expenses on objectives			
1. Healthy Wetland Nature	1.762.663	1.956.078	1.363.306
2. Vibrant Coasts & Deltas	1.475.749	1.637.682	1.077.098
3. Blue lifelines in the Desert	1.774.952	1.969.716	1.303.587
4. Water Stores	1.064.838	1.181.682	879.002
5. Peatland Treasures	<u>1.085.862</u>	<u>1.205.013</u>	<u>745.813</u>
	7.164.064	7.950.171	5.368.805
- Cost of fundraising	192.157	241.341	184.460
- Management & administration			
Cost of management & administration	<u>1.352.097</u>	<u>1.554.657</u>	<u>1.304.723</u>
Total Expenses	8.708.318	9.746.169	6.857.989
<b>Earnings before financial income and costs</b>	<u>-262.819</u>	<u>13.000</u>	<u>216.848</u>
Financial result	-10.466	0	-9.832
<b>Net result</b>	<u>-273.285</u>	<u>13.000</u>	<u>207.016</u>

	2017	2017 Budget	2016
<b>Result appropriation</b>			
Increase (+)/Decrease (-) continuity reserve	<u>-273.285</u>	<u>13.000</u>	<u>207.016</u>
	<u>-273.285</u>	<u>13.000</u>	<u>207.016</u>
<b>Percentages</b>			
- Percentage costs of fundraising	2,3%	2,5%	2,6%
(costs of fundraising in percentage of income)			
- Percentage costs of Management & Administration	15,5%	16,0%	19,0%
(costs of management & administration in percentage of total expenses)			
norm costs of management & administration: 10%			
- Percentage of revenue spent on objectives	84,8%	82,0%	76,0%
(expenses on objectives in percentage of total revenue)			
- Percentage of expenditure spent on objectives	82,3%	81,6%	78,3%
(expenses on objectives in percentage of total expenditure)			



## Cashflow Statement (in Euros)

	2017	2016
<b>Cash flow from operating activities</b>		
Result	-273.285	207.016
Depreciation	44.278	44.066
Cash flow	<u>-229.007</u>	<u>251.082</u>
Changes in work capital		
- Change in receivables	-351.724	758.420
- Change in short-term debts	<u>182.962</u>	<u>-966.909</u>
	-168.761	-208.490
- Change in continuity reserve	0	0
- Change in subsidy fixed assets	-15.325	-19.069
- Change in other reserves	0	0
- Change in provisions	0	0
Cash flow from operating activities	<u>-413.094</u>	<u>23.524</u>
<b>Cash flow from investing activities</b>		
Investments in fixed assets	<u>-38.239</u>	<u>-9.987</u>
Cash flow from investing activities	-38.239	-9.987
<b>Change in cash &amp; banks</b>	<u><u>-451.333</u></u>	<u><u>13.537</u></u>
Cash & banks		
- as per 1 January	1.753.239	1.739.702
- as per 31 December	1.301.906	1.753.239
<b>Change in cash &amp; banks</b>	<u><u>-451.333</u></u>	<u><u>13.537</u></u>

## Explanatory Notes to the Balance sheet

As per 31 December (in Euros)

### (1) Tangible fixed assets

	Furniture	Computers	Equipment	Total
Balance 1 January 2017				
Purchase value	532.564	268.865	16.190	817.619
Accumulated depreciation	<u>531.443</u>	<u>186.563</u>	<u>13.215</u>	<u>731.221</u>
Bookvalue 1-1-2017	<u>1.121</u>	<u>82.302</u>	<u>2.975</u>	<u>86.398</u>
Investments	0	32.245	5.994	38.239
Desinvestments purchase value	0	0	0	0
Desinvestments Acc. Depreciation	0	0	0	0
Depreciation 2017	530	42.313	1.435	44.278
Balance 31 December 2017				
Purchase value	532.564	301.111	22.183	855.858
Accumulated depreciation	<u>531.973</u>	<u>228.877</u>	<u>14.650</u>	<u>775.499</u>
Bookvalue 31-12-2017	<u>591</u>	<u>72.234</u>	<u>7.533</u>	<u>80.359</u>

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

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

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

	31/12/2017	31/12/2016
Debtors	109.525	44.876
Doubtful debtors	-21.466	-5.468
Total debtors	<u>88.058</u>	<u>39.408</u>
Project funds to be received	2.791.553	2.583.483
Current Account with Association Wetlands International	0	0
Subcontractor receivables	180.581	199.873
Short term loans (provided)	30.000	30.000
Taxation & Social security	16.165	14.984
Other receivables	<u>180.421</u>	<u>67.307</u>
Total	<u><u>3.286.778,82</u></u>	<u><u>2.935.055,22</u></u>

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

**(3) Cash & banks**

	31/12/2017	31/12/2016
Cash	4.530	4.760
Current accounts EUR	894.096	1.111.377
Current accounts GBP	1.537	73.673
Current accounts USD	51.245	123.462
Current account Argentina	<u>53.700</u>	<u>6.090</u>
Total Current accounts	<u>1.005.108</u>	<u>1.314.602</u>
Deposit accounts	265.244	402.323
Deposit account for rent	<u>31.554</u>	<u>31.553</u>
Total Deposits	<u>296.798</u>	<u>433.876</u>
Total	<u><u>1.301.906</u></u>	<u><u>1.753.239</u></u>

Foreign currency accounts are related to projects funded in foreign currency

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

Any exchange rate differences are accounted for in the result.

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

**(4) Continuity reserve**

	31/12/2017	31/12/2016
Balance 1 January	600.117	393.101
Result	<u>-273.285</u>	<u>207.016</u>
Balance 31 December	<u><u>326.832</u></u>	<u><u>600.117</u></u>

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

**(5) Subsidies**

	31/12/2017	31/12/2016
Balance 1 January	43.063	62.132
Assets financed by projects	5.994	1.394
Depreciation subsidized assets	<u>-21.319</u>	<u>-20.463</u>
Balance 31 December	<u><u>27.738</u></u>	<u><u>43.063</u></u>

Subsidized tangible assets are amortized in line with other tangible assets

**(6) Provisions**

	Projects	Network	Provisions 2017	Provisions 2016
Balance 1 January	0	0	30.000	30.000
Additions	0	0	0	0
Withdrawals	<u>0</u>	<u>0</u>	<u>0</u>	<u>0</u>
Balance 31 December	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>30.000</u></u>	<u><u>30.000</u></u>

During the financial year 2016 a provision was made for a short term loan granted to Wetlands International European Association in accordance with the organisation's reserves policy as annexed.

**(7) Short term debts**

	31/12/2017	31/12/2016
Projects to be executed	819.163	842.885
Subcontractors commitments > 1 year	1.805.798	1.456.836
Subcontractors commitments < 1 year	1.024.378,13	1.377.953
Current Account with Association Wetland International	149.181	22.222
Trade creditors	93.699	106.268
Argentina funds	52.495	4.886
Water Bird Fund	5.000	5.000
Holiday allowance	86.591	88.185
Unused annual leave	47.288	47.481
Donation reserved for next year	0	0
Other short term debts	<u>200.880</u>	<u>149.795</u>
Total	<u><u>4.284.473,94</u></u>	<u><u>4.101.512</u></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 2017 and which is to be paid in May 2018

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 Governmental grants

	31/12/2017	31/12/2016
Project income from governmental institutions	6.506.703	4.637.391
Total	<u>6.506.703</u>	<u>4.637.391</u>

The income from Governmental grants includes the Partners for Resilience project.

At year closure a discussion is taking place between the Dutch foreign ministry and the lead partner (Red Cross) on the organisational running cost calculation by Since the calculation is based on cost recovery only, Wetlands International is confident that the discussion will not lead to alterations of the project income.

The total organisational runningcost involved amount to € 88,000 (2016 an 2017).

### (9) Income from affiliated non-profit organisations

	31/12/2017	31/12/2016
Income from Wetlands International Association	586.042	694.646
Income from other affiliated non-profit organisations	25.111	15.298
Total	<u>611.154</u>	<u>709.944</u>

The income from affiliated non-profit organisations consists mainly of the contribution from the Association Wetlands International. This contribution is specified in the table below.

#### Contribution from Association Wetlands International

	31/12/2017	31/12/2016
Organisation subsidy	469.042	529.732
Subsidy biodiversity projects	100.000	105.568
Contribution to GMM meeting costs	17.000	19.822
Total received from Association	<u>586.042</u>	<u>694.646</u>

### (10) Total of private and governmental income

	31/12/2017	31/12/2016
Annual cost contribution Wetlands International Association (structur	200.000	200.000
Project and other income (incidental)	8.245.240	6.874.837
Total	<u>8.445.240</u>	<u>7.074.837</u>

### Employment capacity & production

	31/12/2017	31/12/2016
Total staff (FTE)	<u>29,6</u>	<u>32,9</u>
Staff rates claimed on external projects (production)		
Own staff	2.284.137	2.495.606
Consultants	210.140	102.944
	<u>2.494.277</u>	<u>2.598.550</u>

### Staff costs

	31/12/2017	31/12/2016
Wages & salaries	1.748.691	1.795.677
Social security costs	263.994	259.670
Pension costs	118.076	124.256
	2.130.761	2.179.603
Other personnel costs	135.908	146.932
Interim staff & trainees	227.280	171.532
Total employee costs	<u>2.493.949</u>	<u>2.498.067</u>
External staff/consultants	210.140	102.944
Total staff costs	<u>2.704.088</u>	<u>2.601.012</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	108.919	89.910
holiday allowance	8.714	7.193
end of year allowance	-	-
variable income	-	-
<b>Total income 2017</b>	<u>117.633</u>	<u>97.103</u>

Staff members are rewarded in accordance with 'Terms & Conditions 2015'

## Budget 2018

	2018	
<b>Income</b>		
- Income from private parties	3.714	
- Income from corporate organisations	750.119	
- Income from Loteries	50.097	
- Governmental grants	7.699.565	
- Income from related organisations	723.195	
- Income from Not for profit organisations	766.799	
Total of private and governmental income		9.993.490
- Other Income	<u>0</u>	9.993.490
<b>Expenses</b>		
Expenses on objectives		
1. Healthy Wetland Nature	2.019.821	
2. Vibrant Coasts and Deltas	1.691.048	
3. Blue lifelines in the Desert	2.033.902	
4. Water stores	1.220.189	
5. Peatland Treasures	<u>1.244.280</u>	
		8.209.240
Costs of generating funds		
- costs of fundraising		220.191
Management & administration		
- costs of management & administration		<u>1.549.356</u>
Total expenses		9.978.788
<b>Result</b>		<u><u>14.702</u></u>

### Percentages

- Percentage costs of fundraising (costs of fundraising in percentage of income)	2,2%
- Percentage costs of Management & Administration (costs of management & administration in percentage of total expenses) norm costs of management & administration: 10%	15,5%
- Percentage of revenue spent on objectives (expenses on objectives in percentage of total revenue)	82,1%
- Percentage of expenditure spent on objectives (expenses on objectives in percentage of total expenditure)	82,3%

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.

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

Purpose	S1	
<b>Expenses</b>		
Purchase & acquisitions		763
Subcontractors		1.245.399
Publicity & communication		14.808
Personnel costs		353.238
Travelling & hotelexpenses		80.119
Housing Costs		17.432
Office & General expenses		44.529
Depreciation & interest		<u>6.374</u>
Total		<u><u>1.762.663</u></u>

Wetlands International works on 5 themes. As regards  
Wetlands International applies the guideline of VFI:  
Indirect costs are attributed to the 5 themes pro rata

### Realised total expenditure on project activities

The Annual Accounts are presented according to the  
commitments made (contracts with subcontractors since  
the total turnover in the the years reported might differ  
9.3M in 2013. When looking at project activities, see  
The realised total expenses on project activities in 2013  
activity over the years.

Costs staff	2.284.137
Costs externals	<u>210.140</u>
Total Staff costs in projects	
Subcontractors actuals	
Project travel costs	
Other project costs	
Totals	<u><u></u></u>

ctive

Objective				Generating Funds	Managmt	Actual	Budget	Actual
S2	S3	S4	S5	total	& Adm.	2017	2017	2016
639	769	461	470	0	0	3.103	3.473	33.490
1.042.682	1.254.082	752.355	767.210	0	0	5.061.729	5.664.982	3.328.284
12.398	14.911	8.946	9.122	2.541	17.878	80.604	90.210	74.020
295.740	355.700	213.394	217.607	157.840	1.110.570	2.704.088	3.026.360	2.601.012
67.078	80.678	48.401	49.356	6.857	48.248	380.738	426.114	404.669
14.595	17.554	10.531	10.739	9.125	64.204	144.179	161.362	140.694
37.281	44.839	26.900	27.431	12.859	90.547	284.385	318.278	189.150
5.336	6.418	3.851	3.927	2.935	20.651	49.492	55.391	86.670
<b>1.475.749</b>	<b>1.774.952</b>	<b>1.064.838</b>	<b>1.085.862</b>	<b>192.157</b>	<b>1.352.097</b>	<b>8.708.318</b>	<b>9.746.169</b>	<b>6.857.989</b>

ds the accounting of non-direct support cost, including depreciation,  
'Aanbeveling Toepassing van Richtlijn 650 voor Kosten Beheer en Administratie'.  
of the staff time spent.

the RJ 650 regulations (obliged under our CBF charity recognition) which are based on  
(defined) during the reported year while not looking at the work really implemented. As a result  
er substantially: 8.4M in 2017 compared to 7.1M in 2016 and 2015, 4.7M in 2014 and  
below, – as measured by expenses made during the year -, we see a different picture.  
017 of EUR 7.2M (2016 7,3M, 2015 7.8M, 2014 7.6M and 2013 7.3M) show a more stable

31/12/2017	31/12/2016	31/12/2015	31/12/2014	31/12/2013
2.495.606	2.483.468	2.393.860	2.511.315	
<u>102.944</u>	318.781	<u>202.853</u>	<u>185.748</u>	
2.494.277	2.598.550	2.802.249	2.596.713	2.697.063
4.309.408	4.254.852	4.434.150	4.674.411	4.022.185
272.390	307.423	241.024	211.426	288.868
<u>127.816</u>	<u>140.297</u>	<u>320.084</u>	<u>115.299</u>	<u>332.262</u>
<b><u>7.203.890</u></b>	<b><u>7.301.123</u></b>	<b><u>7.797.507</u></b>	<b><u>7.597.849</u></b>	<b><u>7.340.378</u></b>

# General Accounting Principles

The financial statements are prepared according to the following principles:

## General

The annual accounts 2017 have been drawn up according to generally accepted accounting principles in the Netherlands and RJ 650-2016 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 the provision made in 2015 (30K) in relation to the short term loan granted to Wetlands International European Association was maintained.

## Income

Almost all income is related to projects which are funded by external donors. The conditions for funding are laid down in project specified donor agreements. This income can therefore be characterized as incidental. The project income recognised for work completed, (sub-)contracts engaged in and services delivered during the fiscal year. The annual contribution of Wetlands International Association to the organisational cost are categorised as structural income.

## 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 the Wetlands International Foundation, 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 streams**

It should be noted that the results of the organisation are reported against the objectives grouped under 5 streams as indicated in the Strategic Intent 2015-2025.

## INDEPENDENT AUDITOR'S REPORT

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

### A. Report on the audit of the financial statements 2017 included in the annual report

#### Our opinion

We have audited the financial statements 2017, from page 51 up to and including page 58, of Association Wetlands International based in Wageningen.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Association Wetlands International as at 31 December 2017 and of its result for 2017 in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2017;
2. the statement of income and expenditure for 2017; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

#### Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Association Wetlands International in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

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

### B. Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of the Board's report.

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Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements. Management is responsible for the preparation of the other information, including the Board's report, in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board.

### **C. Description of responsibilities regarding the financial statements**

#### **Responsibilities of the Board and the General Members' Meeting for the financial statements**

The Board is responsible for the preparation and fair presentation of the financial statements, in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board. Furthermore, the Board is responsible for such internal control as the Board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Board is responsible for assessing the organization's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Board should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the organization or to cease operations, or has no realistic alternative but to do so.

The Board should disclose events and circumstances that may cast significant doubt on the organization's ability to continue as a going concern in the financial statements.

The General Members' meeting is responsible for monitoring the financial reporting process of the organization.

#### **Our responsibilities for the audit of the financial statements**

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements.

Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit 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 organization's internal control;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the organization's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause a company to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Amsterdam, 29 juni 2018

Dubois & Co. Registeraccountants

Signed on original:  
A.P. Buteijn RA



Association Wetlands International  
**Annual Accounts 2017**



**Wetlands**  
INTERNATIONAL

# Introduction

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

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

Total revenue reported represents the net income from members and a small amount of other income. The organisation collected more contributions but the General Members Meeting (GMM) decided on transferring some contributions to other *Wetlands International* offices. The 2017 the Government contribution of China will be transferred back for 50% to the *Wetlands International* office in China (25K).

## Financial Reserves Policy

Association and Foundation have adopted the following Reserves Policy (Decisions GMM 16.6 and SC 53.05):

- a. Association and Foundation aim for a combined minimum continuity reserve of € 1.000.000 in total.
- b. In addition, we follow the VFI guidelines of not having a reserve that extends 1.5 times the annual fixed organisational cost;
- c. the Association will also reserve € 35,000 annually for the tri-annual General Members Meetings as of 2011.

As *Wetlands International* is largely dependent on project funding, it needs a capacity to deal with cash flow distress. Therefore, *Wetlands International*, Foundation and Association, hold a minimum position of the continuity reserve. The continuity reserves are meant to cover short term risks and to ensure that the organisation has a buffer to respond to its obligations in the long term. Furthermore, the reserves are savings that are used to invest in strategic and institutional development.

For early 2018 the tri-annual face to face global General Members Meeting was planned. In consultation with the members the Board of Association decided to postpone this global meeting and organise it regionally. In 2017 € 17.000 preparation cost were covered by the GMM reserves that are kept for that purpose.

## Consolidated Balance sheet Association and Foundation Wetlands International

Balance sheet as per 31 December in Euros

	2017	2016
<b>ASSETS</b>		
Tangible fixed assets	80.359	86.398
Debtors and other receivables	3.347.198	2.961.208
Cash and Banks	2.047.957	<u>2.726.833</u>
	5.395.154	5.688.040
Total assets	<u>5.475.513</u>	<u>5.774.438</u>
<b>LIABILITIES</b>		
Continuity reserve	1.159.154	1.520.275
General Members Meeting Reserve	88.000	70.000
Other reserves (subsidies)	27.738	43.063
Provisions	30.000	30.000
Short-term debts	4.170.621	4.111.100
Total liabilities	<u>5.475.513</u>	<u>5.774.438</u>

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

	2017	budget 2017	2016
<b>Income</b>			
- Income from private individuals	3.139	4.447	505
- Income from companies	601.346	729.928	872.833
- Income from Lottery organisations	42.336	45.693	200.948
- Income from Government grants	6.612.064	7.143.412	5.108.963
- Income from affiliated non-profit organisations	271.207	629.075	54.822
- Income from other non profit organisations	<u>854.371</u>	<u>1.013.615</u>	<u>671.149</u>
Total of private and governmental income	8.384.462	9.566.169	6.909.220
- Other income	<u>259</u>	<u>1.500</u>	<u>0</u>
	259	1.500	0
Total revenue	<u>8.384.721</u>	<u>9.567.669</u>	<u>6.909.220</u>
<b>Expenses</b>			
- Expenses on objectives			
1. Healthy Wetland Nature	1.762.663	1.956.078	1.363.306
2. Vibrant Coasts & Deltas	1.475.749	1.637.682	1.077.098
3. Blue lifelines in the Desert	1.774.952	1.969.716	1.303.587
4. Water Stores	1.064.838	1.181.682	879.002
5. Peatland Treasures	<u>1.085.862</u>	<u>1.205.013</u>	<u>745.813</u>
	7.164.064	7.950.171	5.368.805
- Costs of generating funds			
Cost of fundraising	<u>192.157</u>	<u>241.341</u>	<u>184.460</u>
	192.157	241.341	184.460
- Management & administration			
Cost of management & administration	1.360.859	1.580.657	1.309.730
Total Expenses	<u>8.717.080</u>	<u>9.772.169</u>	<u>6.862.995</u>
Earnings before financial income and costs	-332.359	-204.500	46.441
Financial result	-10.763	0	-9.230
<b>Net result</b>	<u>-343.121</u>	<u>-204.500</u>	<u>37.211</u>

<b>Result appropriation</b>	<b>2017</b>	<b>budget 2017</b>	<b>2016</b>
Increase/Decrease continuity reserve	-361.121	-169.500	2.211
Increase/Decrease General Members Meeting reserve	18.000	35.000	35.000
	<u>-343.121</u>	<u>-204.500</u>	<u>37.211</u>

Consolidated Cashflow Statement Wetlands International (in Euros)

	<b>2017</b>	<b>2016</b>
<b>Cash flow from operating activities</b>		
Result	-343.121	37.211
Depreciation	44.278	44.066
Cash flow	<u>-298.843</u>	<u>81.278</u>
Changes in work capital		
- Change in receivables	-385.990	735.163
- Change in short-term debts	<u>59.521</u>	<u>-621.004</u>
	-326.469	114.159
- Change in continuity reserve	0	0
- Change in other reserves	-15.325	-19.069
- Change in provisions	<u>0</u>	<u>0</u>
Cash flow from operating activities	-640.638	176.368
<b>Cash flow from investing activities</b>		
Investments in fixed assets	<u>-38.239</u>	<u>-9.987</u>
Cash flow from investing activities	-38.239	-9.987
	<u>-678.876</u>	<u>166.381</u>
Cash & banks		
- as per 1 January	2.726.833	2.560.452
- as per 31 December	<u>2.047.957</u>	<u>2.726.833</u>
<b>Change in cash &amp; banks</b>	<u>-678.876</u>	<u>166.381</u>

## Annual Accounts Association Wetlands International 2017

Balance sheet as per 31 December in Euros

	2017	2016
<b>ASSETS</b>		
Tangible fixed assets	0	0
Debtors and other receivables (1)	209.600	63.359
Cash and Banks (2)	<u>746.050</u>	<u>973.594</u>
	955.651	1.036.952
<b>Total assets</b>	<u><u>955.651</u></u>	<u><u>1.036.952</u></u>
<b>LIABILITIES</b>		
Continuity reserve (3)	832.322	920.158
General Members Meeting Reserve (4)	88.000	70.000
Short-term debts (5)	35.329	46.794
<b>Total liabilities</b>	<u><u>955.651</u></u>	<u><u>1.036.952</u></u>

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

	2017	2016
<b>Income</b>		
- Income from Governmental grants (6)	507.371	471.571
- Income from other non profit organisations (6)	<u>17.894</u>	<u>17.934</u>
Total of private and governmental income	525.265	489.505
- Other income		
Total revenue	<u>525.265</u>	<u>489.505</u>
<b>Expenses</b>		
- Contribution to Foundation Wetlands Int.	574.676	635.301
- General Members Meeting 2017	0	0
- Management & administration		
Cost of management & administration	20.128	24.612
Total Expenses	<u>594.804</u>	<u>659.912</u>
<b>Earnings before financial income and costs</b>	-69.539	-170.407
Financial result	-296.79	602,04
<b>Net result</b>	<u><u>-69.836</u></u>	<u><u>-169.805</u></u>

<b>Result appropriation</b>	2017	2016
Increase/Decrease continuity reserve	-87.836	-204.805
Addition to General Members Meeting reserve	18.000	35.000

**Budget 2017 and 2018 Association Wetlands International**

	2018	2017
<b>Income</b>		
- Income from Governmental grants	460.000	499.500
- Income from other non profit organisations	<u>17.000</u>	<u>17.000</u>
Total of private and governmental income	477.000	516.500
Other income	0	0
Total revenue	<u>477.000</u>	<u>516.500</u>
<b>Expenses</b>		
- Contribution to Foundation Wetlands Int.	606.600	709.000
- General Members Meeting 2018	0	0
Management & administration		
- costs of management & administration	<u>26.000</u>	<u>26.000</u>
Total expenses	<u>632.600</u>	<u>735.000</u>
Earnings before financial income and costs	-155.600	-218.500
Financial result	1.000	1.000
<b>Result</b>	<u><u>-154.600</u></u>	<u><u>-217.500</u></u>

<b>Result appropriation</b>	<b>2018</b>	<b>2017</b>
Increase/Decrease continuity reserve	-189.600	-252.500
Increase/Decrease General Members meeting reserve	35.000	35.000
	<u>-154.600</u>	<u>-217.500</u>

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

**(1) Debtors and other receivables**

	<b>31/12/2017</b>	<b>31/12/2016</b>
<b>Memberships contributions</b>		
- Governmental contributions <2016	43.298,00	25.973,00
- Governmental contributions 2017	28.774,82	34.854,74
- NGO contributions 2015	-	-
- NGO contributions 2016	-	-
Provision for doubtful debtors	-11.654	-19.694
<b>Total debtors</b>	<u>60.419</u>	<u>41.134</u>
<b>Current Account with Foundation Wetlands Int.</b>	149.181	22.222
<b>Interest to be received</b>	0	2
<b>Prepayments</b>	0	0
<b>Total</b>	<u>209.600</u>	<u>63.359</u>

Contributions outstanding from 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

**(2) Cash & banks**

	<b>31/12/2017</b>	<b>31/12/2016</b>
Current account EUR	126.922	154.471
Deposit accounts EUR	619.129	819.123
<b>Total</b>	<u>746.050</u>	<u>973.594</u>

All liquidities are available on demand

**(3) Continuity reserve**

	<b>31/12/2017</b>	<b>31/12/2016</b>
Balance 1 January	920.158	1.124.963
Transfer from GMM reserve	0	0
Increase/Decrease	-87.836	-204.805
<b>Balance 31 December</b>	<u>832.322</u>	<u>920.158</u>

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

**(4) General Members meeting reserve**

	<b>31/12/2017</b>	<b>31/12/2016</b>
Balance 1 January	70.000	35.000
Dotation	35.000	35.000
Withdrawal GMM costs	-17.000	0
Withdrawal surplus transfer to continuity reserve	0	0
<b>Balance 31 December</b>	<u>88.000</u>	<u>70.000</u>

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 2015).

**(5) Short term debts**

	<b>31/12/2017</b>	<b>31/12/2016</b>
Other liabilities	13	6.010
In advance received donor funds	35.316	40.784
Current Account with Foundation Wetlands Int.	0	0
	<u>35.329</u>	<u>46.794</u>



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

### (6) Income

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

		31/12/2017	31/12/2016
Governmental members 2016	1.840		1.840
Governmental members 2017	<u>505.531</u>		<u>469.731</u>
		507.371	471.571
NGO members 2016	0		0
NGO members 2017	<u>17.894</u>		<u>17.934</u>
		<u>17.894</u>	<u>17.934</u>
		<u><u>525.265</u></u>	<u><u>489.505</u></u>

### (7) Contribution to Foundation Wetlands International

		31/12/2017	31/12/2016
Organisational subsidy		200.000	200.000
Subsidy Biodiversity projects		100.000	105.568
Additional subsidy Strategic Resource Development		38.639	106.193
Additional subsidy Finance & ICT		29.442	87.463
Additional subsidy Website		15.220	43.491
Internal Governance / Org. Cultur		24.923	15.902
Network Collaboration platform		48.960	
Institutional development		34.765	
Arcadia Yellow Sea Proposal development		28.929	
Other		26.129	
Additional subsidy IWC 50		<u>27.669</u>	<u>76.684</u>
		<u><u>574.676</u></u>	<u><u>635.301</u></u>

# General Accounting Principles

The financial statements are prepared according to the following principles:

## General

The annual accounts 2017 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 Supervisory Council of Foundation Wetlands International.

### A. Report on the audit of the financial statements 2017 included in the annual report

#### Our opinion

We have audited the financial statements 2017, from page 36 up to and including page 47, of Foundation Wetlands International based in Wageningen.

In our opinion the accompanying financial statements give a true and fair view of the financial position of Foundation Wetlands International as at 31 December 2017 and of its result for 2017 in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board.

The financial statements comprise:

1. the balance sheet as at 31 December 2017;
2. the statement of income and expenditure for 2017; and
3. the notes comprising a summary of the accounting policies and other explanatory information.

#### Basis for our opinion

We conducted our audit in accordance with Dutch law, including the Dutch Standards on Auditing. Our responsibilities under those standards are further described in the 'Our responsibilities for the audit of the financial statements' section of our report.

We are independent of Foundation Wetlands International in accordance with the Verordening inzake de onafhankelijkheid van accountants bij assurance-opdrachten (ViO, Code of Ethics for Professional Accountants, a regulation with respect to independence) and other relevant independence regulations in the Netherlands. Furthermore we have complied with the Verordening gedrags- en beroepsregels accountants (VGBA, Dutch Code of Ethics).

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

### B. Report on the other information included in the annual report

In addition to the financial statements and our auditor's report thereon, the annual report contains other information that consists of the Board's report.

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Based on the following procedures performed, we conclude that the other information is consistent with the financial statements and does not contain material misstatements.

We have read the other information. Based on our knowledge and understanding obtained through our audit of the financial statements or otherwise, we have considered whether the other information contains material misstatements.

By performing these procedures, we comply with the requirements of the Dutch Standard 720. The scope of the procedures performed is substantially less than the scope of those performed in our audit of the financial statements. Management is responsible for the preparation of the other information, including the Board's report, in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board.

### **C. Description of responsibilities regarding the financial statements**

#### **Responsibilities of the Board and the Supervisory Council for the financial statements**

The Board is responsible for the preparation and fair presentation of the financial statements, in accordance with the Guidelines for annual reporting 650 "Fundraising Organisations" of the Dutch Accounting Standards Board and the Policy rules implementation of the, the Board is responsible for such internal control as the Board determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

As part of the preparation of the financial statements, the Board is responsible for assessing the foundation's ability to continue as a going concern. Based on the financial reporting framework mentioned, the Board should prepare the financial statements using the going concern basis of accounting unless management either intends to liquidate the foundation or to cease operations, or has no realistic alternative but to do so.

The Board should disclose events and circumstances that may cast significant doubt on the foundation's ability to continue as a going concern in the financial statements.

The Supervisory Council is responsible for monitoring the financial reporting process of the organization.

#### **Our responsibilities for the audit of the financial statements**

Our objective is to plan and perform the audit assignment in a manner that allows us to obtain sufficient and appropriate audit evidence for our opinion.

Our audit has been performed with a high, but not absolute, level of assurance, which means we may not detect all material errors and fraud during our audit.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements. The materiality affects the nature, timing and extent of our audit procedures and the evaluation of the effect of identified misstatements on our opinion.

We have exercised professional judgement and have maintained professional scepticism throughout the audit, in accordance with Dutch Standards on Auditing, ethical requirements and independence requirements.

Our audit included e.g.:

- identifying and assessing the risks of material misstatement of the financial statements, whether due to fraud or error, designing and performing audit procedures responsive to those risks, and obtaining audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtaining an understanding of internal control relevant to the audit 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;
- evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Board;
- concluding on the appropriateness of management's use of the going concern basis of accounting, and based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the foundation's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause an organization to cease to continue as a going concern;
- evaluating the overall presentation, structure and content of the financial statements, including the disclosures; and
- evaluating whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant findings in internal control that we identify during our audit.

Amsterdam, 29 juni 2018

Dubois & Co. Registeraccountants

Signed on original:  
A.P. Buteijn RA



**Annexes**



**Wetlands**  
INTERNATIONAL



# List of projects

Project description	Donor	Project expenditure 2017 Global organisation (EUR)	Project expenditure 2017 Foundation NL (EUR)	total project budget (EUR)	Start Date	End Date	Implementation Partners	Location	Health Wetland Nature	Blue Lifelines	Water stores	Coasts & Deltas	Peatland Treasures	Implementing offices
<b>CORPORATES</b>														
<b>Sustainable livelihoods and biodiversity project to sustain and restore wetlands in the Niger Delta, Nigeria.</b>	Shell	-34.080	-34.080		01/01/2013	01/01/2016			100	-	-	-	-	Nigeria
<b>Peatland ecosystem rehabilitation (Permian)</b> Collaboration with Permian Global to contribute to climate change mitigation by sharing information and knowledge, developing the science and understanding of climate change mitigation through conservation and rehabilitation of carbon rich wetlands and rehabilitation of carbon rich wetlands.	Permian Global	149.731	144.744		01/04/2010	31/03/2017		Indonesia, Malaysia, Brunei	0				100	Indonesia Malaysia
<b>Biodiversity and Livelihood Advisory Committee Uganda</b>	Total Uganda	59.285	59.285		01/01/2014	31/12/2016			100					Uganda
<b>Majnoon-Iraq 2015</b> 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.	Shell	79.491	79.491		01/07/2015	31/12/2017		Netherlands; Iraq	100					Global
<b>Shell Base Program 2016</b> Wetlands International and Shell have been engaged in a partnership since 2008 to work on improving sustainability in the oil and gas sector and on the wise use of wetlands. The partners are currently engaged in a Collaborative Framework Agreement for the period 2013-17. Under the Agreement, both are committed to working together to improve public and corporate policies and practices.	Shell	313.843	313.843		01/01/2016	31/12/2017			20	20	20	20	20	Global
<b>Critical Habitat Phase 2</b> The objective of this second phase is to expand and improve the Critical Habitat coverage in Shell BioMap. During this project phase 2 gaps in Critical Habitat coverage will be assessed and identified for a number of selected priority regions. Proposals (business cases) to fill these gaps will be developed for follow-up projects.	Shell	4.320	4.320		06/05/2016	31/03/2017		Global/Netherlands	50			50		Global
<b>Green Infrastructure Framework Shell</b> Develop a decision framework for ecosystem-based solutions for green infrastructure and ecosystem restoration such as water treatment, coastline resilience, and flood control, to allow demonstrating and quantifying environmental and social co-benefits.	Shell	26.891	26.891		01/09/2016	31/03/2017	Shell		50			50		Global
<b>One Resilient Team Tacloban</b>	One Architecture	20.226	20.226		01/03/2017	31/07/2018	ZSL, Philippine Reclamation Authority	Philippines				100		Philippines
<b>Peat Workshop</b>	April	12.334	12.334										100	Global
<b>Boskalis Carbon Footprint</b>	Boskalis	6.852	6.852									100		Global
Peatland restoration in the Rio Valdez reserve, Tierra del Fuego	FVSA-Coca Cola	3.120		15.600	14/04/2016	31/03/2017	Tierra del Fuego University	Reserve Rio Valdez, TdF	25		25		50	Argentina
Wetland restoration in the Ramsar Site Llancañelo Lagoon, Mendoza province, Argentina	AVINA-Coca Cola	64.000		80.000	15/11/2016	28/02/2018	Mendoza government, TECONA	Llancañelo Lagoon, Mendoza, Argentina	40		60			Argentina
Wetland restoration in the Ramsar Site Guanacache Lagoons, Mendoza province, Argentina (maintenance phase - year 1)	AVINA-Coca Cola	45.600		41.741	15/11/2016	30/09/2017	Mendoza government, TECONA	Guanacache Lagoons, Argentina	40		60			Argentina
<b>Assessing management effectiveness of Ramsar Sites</b>	Business	13.736		30.994	01/12/2015	30/06/2017	State Wetland Authorities	India	100					India



<b>Project description</b>	<b>Donor</b>	<b>Project expenditure 2017 Global organisation (EUR)</b>	<b>Project expenditure 2017 Foundation NL (EUR)</b>	<b>total project budget (EUR)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Implementation Partners</b>	<b>Location</b>	<b>Health Wetland Nature</b>	<b>Blue Lifelines</b>	<b>Water stores</b>	<b>Coasts &amp; Deltas</b>	<b>Peatland Treasures</b>	<b>Implementing offices</b>
Canal Blocking along Jalan Badas-Phase 1	Brunei Shell Petroleum (BSP) Co. Sdn. Bhd.	100.870		201.740									100	Malaysia
Educational Programme for public schools in Panama Bay Site	Suez International	7.729		7.729	July 2017	Nov. 2017		Panama	100					Panama
<b>LOTTERIES</b>		<b>42.336</b>	<b>42.336</b>											
<b>Proud of your purok</b> Integrated ecosystem and climate smart DRR and livelihoods in the Agusan River Basin, Mindanao, the Philippines.	Dutch postcode lotery	42.336	42.336		01/06/2014	31/08/2017	Care, Red Cross,	Agusan River Basin, Mindanao, Philipp	20		40	30	10	Philippines
<b>GOVERNMENTAL SUBSIDIES</b>		<b>9.519.491</b>	<b>6.499.126</b>											
<b>Peatrus</b> Peatland rewetting and sustainable management of degraded peatlands in Russia. Reduce fire incidents and greenhouse gas emissions from peatland drainage.	KfW Development Bank, Germany	-182.783	-182.783		15/07/2011	31/12/2016		Central Russia					100	Russia
<b>Chronic Crisis</b> Strengthen the resilience of 50,000 people in the Horn of Africa through improved food and water security as well as by having disaster risk reduction measures in place.	Dutch government	169.276	169.276		18/08/2014	30/06/2017				100				Ethiopia
<b>BAMGIRE</b> The Goal of the project is "A living Inner Niger Delta, where livelihoods and biodiversity are secured in a changing environment". The specific Project Objective is that "Government, decentralised institutions and community actions sustain the flooding regime and natural resources of the Niger Basin so that livelihoods, biodiversity and the economy can adapt to a changing environment".	Netherlands Embassy in Mali	1.931.539	211.036		01/12/2014	31/12/2019	Malian Government, Altenburg and Wymenga, other Dutch knoweldge providers, local NGOs and CSOs	Upper Niger bain and Inner Niger Delta	0	100				Mali
<b>Building with Nature Indonesia</b> 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.	Fonds Duurzaam Water Sustainable Water Fund - PPP	72.236	72.236		01/01/2015	31/12/2019	Ecoshape, Deltares, Imares, Witteveen & Bos	Demak district Indonesia	0			100		Indonesia
<b>SWOS</b> Provide the required earth observation indicators to explore the conditions of the wetland ecosystems and detect on-going changes. This will permit to prepare the ground for conservation and restoration measures which will allow maintaining the provision of the most relevant ecosystem services and biodiversity.	EU Horizon 2020	35.718	35.718		01/06/2015	01/06/2018	JENAOPTRONIK, TerraSphere, REMOTE SENSING SOLUTIONS, Brockmann Geomatics, FSU JENA, UMA, UBO, MGFI (GNHM), TDV, UT SEMIDE, IUCN, UNEP	Europe, Senegal, Mali, Kenya	30	60			10	Europe, Senegal, Mali, Kenya
<b>Mongolia Strategic Management for Peatlands in Mongolia</b> Working with the Mongolian Ministry of Environment and Tourism, the project aims to increase the capacity of key stakeholders and to improve the planning and implementation framework for peatland restoration and management in Mongolia.	Asian Development Bank	62.252	62.252		17/08/2015	30/09/2017	Mongolian Ministry of Environment and Tourism	Mongolia					100	Global
<b>Tacloban</b>	RVO, Dutch government	57	57		10/01/2015	31/12/2016						100		Philippines

<b>Project description</b>	<b>Donor</b>	<b>Project expenditure 2017 Global organisation (EUR)</b>	<b>Project expenditure 2017 Foundation NL (EUR)</b>	<b>total project budget (EUR)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Implementation Partners</b>	<b>Location</b>	<b>Health Wetland Nature</b>	<b>Blue Lifelines</b>	<b>Water stores</b>	<b>Coasts &amp; Deltas</b>	<b>Peatland Treasures</b>	<b>Implementing offices</b>
<b>Climate resilient flyway site network</b> Guide the development of a coherent and climate resilient network of protected or otherwise managed areas that are internationally important for the conservation of migratory waterbirds in the African-Eurasian flyway .	ICI Germany	551.165	551.165		01/10/2015	31/12/2019	Birdlife International, Rubicon, McGill and Kassel Universities, EWCA, EWNHS, HOAREC, RVLBA, DNEF	Mali + Ethiopia	100					Mali, Ethiopia, Africa
<b>Norway IWC support</b> Funding to support coordination activities and strategic development in the African-Eurasian region of the International Waterbird Census	Norway - Norwegian Environment Agency	10.152	10.152		01/01/2016	30/11/2017			100					Global
<b>Swedish IWC counts 2016-2017</b> Funding for East African IWC counts 2016-2017	UNEP-AEWA	1.378	1.378		22/01/2016	31/05/2017			100					Global
<b>Partners for Resilience 2</b> Strategic Partnership with Red Cross, CARE, Cordaid and the Red Cross/Red Crescent Climate Centre to implement Integrated Risk Management Dialogues with government, private sector, UN, civil society and knowledge partners in 10 disaster-prone countries in Africa, Asia and Latin America. Overall aim is to strengthen community resilience by reducing disaster risks: addressing ecosystem degradation and climate change impacts within the wider landscape	Dutch government	2.199.082	2.199.082		01/01/2016	31/12/2020	Cordaid, Netherlands Red Cross, Red Cross Climate Center, Care		10	30	20	25	15	Panama Philippines Indonesia S.Asia Uganda Ethiopia Kenya, Mali Global
<b>Partners for Resilience 2</b> additional support through Cordaid for India	Dutch government	3.468	3.468				as above		0	0	0	100		South Asia
<b>Watershed</b> Meet the targets of universal access to water, sanitation and hygiene (WASH) by 2030. Advocate for faster results to ensure that water providers, governments and private sector take the responsibility to ensure sustainable water, sanitation and hygiene services as well as the water resources on which they draw.	Dutch government	1.093.592	1.093.592		01/01/2016	31/12/2020	Akvo, Simavi, IRC			50	50			Mali, Uganda, Kenya, South Asia, Global
<b>EU Water and Green Infrastructure</b> (EU Operational grant)	European Commission	561.217	2.707	731.196	01/01/2017	31/12/2017	8 members of European Association	Brussels, BE + Ede, NL	35	10	35	10	10	Europe
<b>Demonstration Project Mongolia</b> The project is a compliment to our on-going Technical Assistance (TA) project with the ADB, "Strategic Planning for Peatlands in Mongolia." Whereas the current TA focuses on planning, the new funding would allow us to actually pilot some of the approaches we are recommending in the strategic plan. It will also help to convince government and other stakeholders of the viability of the approach.	Asian Development Bank	44.309	44.309		01/09/2016	31/10/2017		Mongolia					100	Global
<b>Waterbird Population Estimates 6th edition. Produced since 1994</b> by WI. This resource provides the authoritative benchmark on population-sizes and trends of waterbirds worldwide, against which qualification criteria for e.g. Ramsar site designation and IBA identification are being used.	Canadian Wildlife Service	7.297	7.297		01/11/2016	31/03/2017	Waterbird Specialist Groups, WHSRN office, BirdsCaribbean		100					Global
<b>Water Bird Fund (management)</b> Fund to support waterbird monitoring and capacity building	Swiss Federal Office of the Environment (FOEN)	20.019	20.019		01/01/2017	01/01/2030	African-Eurasian Waterbird Monitoring Partnership	Global	100					Global

Project description	Donor	Project expenditure 2017 Global organisation (EUR)	Project expenditure 2017 Foundation NL (EUR)	total project budget (EUR)	Start Date	End Date	Implementation Partners	Location	Health Wetland Nature	Blue Lifelines	Water stores	Coasts & Deltas	Peatland Treasures	Implementing Offices
<b>Building with Nature</b> In Central Java we protect 70.000 people against erosion and coastal flooding through an innovative Building with Nature design that involves construction of permeable sediment trapping dams, rehabilitation of mangrove belts, restoration of river flows and implementation of sustainable aquaculture regimes.	International Climate Initiative (BMU)	605.603	605.603		01/09/2015	31/07/2020	Ecoshape, Deltares, Witteveen en Bos, Unesco-IHE					100		Indonesia
<b>Peatrus II 2017 – 2018</b>	KfW Development Bank, Germany	1.421.446	1.421.446			31/12/2018	Institute of Forest Science RAS	Russia - various locations					100	Russia
<b>Masterplan Jakarta bay (NCICD)</b>	Dutch government	16.670	16.670									100		Indonesia
<b>Conservation Status Review 7th edition</b> for the African-Eurasian Waterbird Agreement (AEWA) production. Updated trends and population size estimates for all AEWA populations.	AEWA African Eurasian Waterbird Agreement	85.477	85.477		01/07/2017	30/11/2017	Rubicon, Birdlife International, Aarhus University		100					Global
<b>Waterbird Population Estimate North America 2017.</b> Collate updated population estimates and trends for threatened and near-threatened waterbird populations in North America. Collate Neotropical Waterbird Census data for the period 1990 to 2012, data will be uploaded onto the interactive International Waterbird Census online platform.	Canadian Wildlife Service	12.491	12.491		21/11/2017	31/03/2018		Americas	100					Global
<b>Wash SDG</b> Inception phase, part of the WASH Alliance International Consortium. Reach WASH targets by increasing demand at the user side, make WASH services providers more efficient and creating a better enabling environment. Cross-cutting themes are social inclusion and integrating water security and climate change vulnerability issues into the WASH programming.	Dutch government	56.478	56.478		01/09/2017	30/06/2018	Simavi, AMREF, IRC, Practica, RAIN, RUAF, WASTE, Plan, SNV	Agago Basin in Northern Uganda, Eastern Shewa Zone and Western Arsi zone in Ethiopia		40	60			Ethiopia
<b>Improving resilience to climate change in the Lujan river basin</b>	Canada Embassy	1.962		10.450	22/09/2016	28/02/2017	Delta Alliance, Biosfera Foundation	Lujan river basin, Argentina	30		30	40		Argentina
<b>Neotropical waterbird Census</b>	CWS	4.250		4.526	13/09/2016	31/03/2017	Local partners in nine countries	South America	100					Argentina
<b>Buff-breasted Sandpiper Conservation in South America</b>	NMBCA-USF&WS	1.497		10.210	15/09/2017	31/05/2018	SAVE Brazil, others	Paraguay-Parana fluvial corridor	100					Argentina
Hengshui Lake Conservation and Management Wetland conservation and restoration, Hengshui City, Hebei, China. Consulting services	KfW	14.836		21.000	01/01/2016	01/01/2020	DFS	China	100					China
Fujin Wetland Biodiversity Conservation Wetland conservation and restoration, Fujin City, Heilongjiang, China	KfW	8.572		90.000	01/10/2013	31/12/2018	DFS	China	100					China
Strengthening the Management Effectiveness of the Sub-System of Wetland Protected Areas for Conservation of Globally Significant Biodiversity	SFA /UNDP	27.145		241.290	04/06/2015	31/12/2017	SFA	China	100					China
<b>Management planning of Ramsar Sites of Kerala</b>	Government of Kerala	7.599		32.756	01/02/2015	30/06/2017	CWRDM	Kerala	50		50			India
<b>Developing management plans for two proposed Ramsar sites of Gujarat</b>	GIZ	9.844		24.141	01/12/2015	30/06/2017		Gujarat	100					India
<b>UNEP GEF National Wetlands project</b>	UNEP-GEF	-		292.188	01/03/2015	31/12/2019	Ministry of Environment, State Governments	India	50		25	25		India

<b>Project description</b>	<b>Donor</b>	<b>Project expenditure 2017 Global organisation (EUR)</b>	<b>Project expenditure 2017 Foundation NL (EUR)</b>	<b>total project budget (EUR)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Implementation Partners</b>	<b>Location</b>	<b>Health Wetland Nature</b>	<b>Blue Lifelines</b>	<b>Water stores</b>	<b>Coasts &amp; Deltas</b>	<b>Peatland Treasures</b>	<b>Implementing Offices</b>
<b>Participatory management planning for Chandrabhaga Wetlands in Gujarat, India</b>	IUCN	12.010		32.756	01/12/2015	30/06/2017		Gujarat	50		50			India
<b>Developing management plan for Loktak Wetland Complex</b>	Government of Mnaipur	19.654		32.756	21/03/2012	31/12/2017	Loktak Development Authority	India	50		50			India
Nationwide long-term monitoring survey in rocky shores and tidal flats	Min. Environment Japan	152.045		152.045	01/04/2016	31/03/2017	Scientists, MOE-J	Japan	80			20		Japan
Nationwide long-term monitoring survey in seagrass beds and algal beds	Min. Environment Japan	162.048		162.048	01/04/2016	31/03/2017	Scientists, MOE-J	Japan	80			20		Japan
Nationwide long-term monitoring survey in inland waters	Min. Environment Japan	143.082		143.082	01/04/2016	31/03/2017	Scientists, MOE-J	Japan	80		10		10	Japan
Promoting public awareness on the World Wetlands Day 2016	Min. Environment Japan	3.081		3.081	14/12/2016	24/03/2017	MOE-J	Japan	100					Japan
Management of the website for the Domestic Ramsar Committee for Relevant Municipalities	Domestic Ramsar Committee	2.153		2.153	01/04/2016	31/03/2017	Local government	Japan	100					Japan
Learning and exchange event of Domestic Ramsar Committee for Relevant Municipalities	Domestic Ramsar Committee	6.802		6.802	01/04/2016	31/03/2017	Local government	Japan	100					Japan
<b>SGP-GEF Knowledge Fair</b>	SGP-GEF	26.749		27.388					100					Malaysia
<b>Mangrove Replanting</b>	Forestry Department	2.058		2.107					100					Malaysia
Technical coordination of the Management Plan for Refugio Vida Silvestre La Barqueta	CREHO Ramsar Center	7.895		7.895	Jun. 2017	Dec 2017		Panama	100					Panama
Protection of carbon sinks and reservoirs in mangroves and protected areas in Panama.	UNDP-IKI	128.071		604.250	July 2014	Dec 2017	UNDP, CI, Min of Environment, National Authority Aquatic Resources	Panama	50			50		Panama
<b>CONNECTED NON-PROFIT ORGANISATIONS</b>		<b>100.000</b>	<b>100.000</b>											
<b>International Waterbird Census-AEWA</b>	Association of Wetlands International	50.000	50.000		02/01/2017	31/12/2017			100					Global
<b>IWC 2017</b> Global coordination of the IWC and IWC data management, AWC and EAAF focus, Indian Ocean Coasts 2017 promotion	Association of Wetlands International	50.000	50.000		02/01/2017	31/12/2017			100					Global
<b>NON-PROFIT ORGANISATIONS</b>		<b>2.576.368</b>	<b>615.857</b>											
<b>Responsible Peat</b> Representation in the board of an established Foundation for Responsibly Produced Peat (RPP). WI represents the conservation sector in the establishment and monitoring of an industry-led certification mechanism for responsible peat in Europe.	Stichting RHP	2.714	2.714		01/01/2013	31/01/2019	Foundation Responsibly Produced Peat	North West Europe					100	Global
<b>MedWet partners for Water</b> Magnifying civil society initiatives for integrated water resource management to sustain Mediterranean wetlands	MAVA Foundation	62.624	62.624		01/01/2015	31/12/2017					100			Global

<b>Project description</b>	<b>Donor</b>	<b>Project expenditure 2017 Global organisation (EUR)</b>	<b>Project expenditure 2017 Foundation NL (EUR)</b>	<b>total project budget (EUR)</b>	<b>Start Date</b>	<b>End Date</b>	<b>Implementation Partners</b>	<b>Location</b>	<b>Health Wetland Nature</b>	<b>Blue Lifelines</b>	<b>Water stores</b>	<b>Coasts &amp; Deltas</b>	<b>Peatland Treasures</b>	<b>Implementing Offices</b>
<b>Building with Nature - Greenhouse gas footprint</b> Reduce greenhouse gas emissions from hydrological works through Building with Nature principles.	Ecoshape	12.778	12.778		01/01/2013	31/10/2017						100		Global
<b>Mangrove Capital Phase II</b> A leading mangrove conservation initiative in Indonesia. Overarching aim 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. Action research and demonstration projects are the basis for policy dialogues which inspire government partners, communities and private sector stakeholders to act.	Waterloo Foundation	31.975	31.975		01/09/2014	31/08/2017		Demak District Indonesia	0			100		Indonesia, Global
<b>Cacheu Mangroves Conservation Guinea Bissau</b> Conserve and restore 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.	Turing Foundation	7.531	7.531		01/05/2015	30/04/2018	Altenburg & Wymenga, IBAP, ODZH & Env. ministry GB	Guinea Bissau, Cacheu	50			50		Guinea Bissau, Global
<b>IFPRI</b> Use of an agent-based modeling (ABM) approach to define key water and related ecosystem services.	IFPRI	2.972	2.972		01/01/2015	31/12/2016				100				Mali
<b>Katingan Paludiculture Project</b> will support the conservation and restoration of a Katingan tropical peat swamp forest for their biodiversity, carbon storage and role in sustaining local livelihoods.	Stichting Otter Fonds	14	14		01/12/2015	30/11/2017		Katingan, Central Kalimantan, Indonesia	20				80	Indonesia
<b>Indonesian Peatland Support Project</b> Support the restoration and sustainable management of Indonesian peatlands through engagement with the private sector, civil society and the Government of Indonesia	Climate and Land Use Alliance - Indonesia programme	83.834	83.834		01/04/2016	31/12/2017		Indonesian peatlands					100	Indonesia
<b>IRM Karamoja</b> Improved natural resources management in Lokok and Lokere Catchments	Cordaid	9.183	9.183		01/05/2016	28/02/2017	Cordaid, Acacia Water, Rain, Caritas Kotido, TPO Uganda, Socadido	Uganda		100				Uganda
<b>RSPO workshop</b> Wetlands International will design, run and manage 2 workshops for RSPO members on how to implement the RSPO P&C and practice Best Management on peatlands. This also includes development of relevant training materials for both workshops.	RSPO	24.067	24.067		01/09/2016	30/04/2017							100	Global
<b>RSPO modules</b> Design and develop script text for RSPO Sustainability College online module for Existing Oil Palm Cultivation on Peat and Manual on BMPs for Management and Rehabilitation of Natural Vegetation Associated with Oil Palm Cultivation on Peat, including one module on how to implement RSPO's P&C 2013 in relation to Peatlands.	RSPO	13.606	13.606		01/09/2016	31/03/2017							100	Global
<b>Indonesian Peatland Partnership Fund</b> aims to become an independent Indonesian fund managed by local, national and international NGOs operating in Indonesia. The fund will be managed explicitly for NGO and CSO support, in order to enable community-based initiatives for peatland conservation, restoration and sustainable development.	Good Energies Foundation	168.845	168.845		01/11/2016	31/10/2019	Indonesian Civil Society Partners	Selected peatland communities in Indonesia					100	Indonesia
<b>WSFI main sites</b> Define main coastal sites for waterbirds for the coastal East Atlantic Flyway and relate IWC database count units to these sites	SOVON Vogelonderzoek Nederland	7.339	7.339		01/12/2016	31/01/2017			100					Global



# List of publications

Title	Author(s)
<a href="#"><u>A 2018 Horizon Scan of Emerging Issues for Global Conservation and Biological Diversity</u></a>	William J. Sutherland, Stuart H.M. Butchart, Ben Connor, Caroline Culshaw, Lynn V. Dicks, Jason Dinsdale, Helen Doran, Abigail C. Entwistle, Erica Fleishman, David W. Gibbons, Zhigang Jiang, Brandon Keim, Xavier Le Roux, Fiona A. Lickorish, Paul Markillie, Kathryn A. Monk, Diana Mortimer, James W. Pearce-Higgins, Lloyd S. Peck, Jules Pretty, Colleen L. Seymour, Mark D. Spalding, Femke H. Tonneijck, Rosalind A. Gleave
<a href="#"><u>Successful conservation of global waterbird populations depends on effective governance</u></a> <i>Nature</i> 553, p. 199 – 202	Tatsuya Amano, Tamás Székely, Brody Sandel, Szabolcs Nagy, Taej Mundkur, Tom Langendoen, Daniel Blanco, Candan U. Soykan & William J. Sutherland
<b>WASH and Water Security: Integration and the role of civil society</b>	Frank van Weert
<a href="#"><u>A landscape approach for disaster risk reduction in 7 steps</u></a>	CARE Nederland and Wetlands International
<a href="#"><u>WASH/IWRM alignment in Dutch foreign policies and practices</u></a>	Joyce Kortlandt
<a href="#"><u>Water Shocks: Wetlands and Human Migration in the Sahel</u></a>	F. Jane Madgwick, Robert Oakes, Fred Pearce & Rebecca E. Tharme
<a href="#"><u>Keeping the water in the landscape, Uganda</u></a>	Wetlands International
<a href="#"><u>Urban water dialogues, Panamá</u></a>	Wetlands International
<a href="#"><u>Wetlands restoration to reduce risks, India</u></a>	Wetlands International
<a href="#"><u>Water trade-offs to reduce droughts in the Tana Delta, Kenya</u></a>	Wetlands International
<a href="#"><u>Assessing risks across the Agusan river basin, Philippines</u></a>	Wetlands International

<a href="#"><u>Public private sector collaboration in Jana, Indonesia</u></a>	Wetlands International
<a href="#"><u>The Asian Waterbird Census 2008-2015: Results of coordinated counts in Asia and Australasia</u></a>	Taej Mundkur, Tom Langendoen and Doug Watkins
<a href="#"><u>Regiones de Humedales de la Argentina</u></a> (Wetland regions of Argentina)	Laura Benzaquen, Daniel E. Blanco, Roberto Bo, Patricia Kandus, Guillermo Lingua, Priscilla Minotti & Rubén Quintana, editors (2017) ISBN: 978-987-29811-6-7
<b>Guía práctica para la clausura de drenajes en turberas intervenidas (Practical guide for patagonian peatland restoration)</b>	Rodolfo Iturraspe, Adriana Urciuolo & Sergio Camargo (2017) ISBN: 978-987-29811-5-0
<b>Documento de propuestas y recomendaciones de la sociedad civil para enfrentar el cambio climático y mejorar la sustentabilidad ambiental de la Cuenca del Río Luján (Document of proposals and recommendations from the civil society to improve the environmental sustainability of the Luján River basin)</b>	Marta Andelman, Adriana Anzolín & Daniel E. Blanco (2017)
<b>Comparison of monitoring methods for reed belt ichthyofauna in a eutrophic lake, central Honshu, Japan.</b>	Kouki Kanou, Seiji Usui, Yuta Kawashima, Ken-ichi Yokoi. Japanese Journal of Ichthyology 64(1): 1-10
<b>Atlas of wetlands in Japan</b>	Edited by The Japan Wetland Society, co-written (Yoshihiro Natori, Miki Sasaki) ISBN: 978-4-254-18052-7
<b>Genetic Identification of <i>Sagittaria natans</i> (Alismataceae) from Lake Yonuma (Iwate Prefecture) as a New Locality in Japan</b>	Takashi Shiga, Syou Kato, Mitsuru Usuba, Takashi Yamanouchi, Tomohiro Kurazono, Yuki Hirasawa and Mami Yamazaki. The Journal of Japanese Botany 92(4): 184-192
<b>Excerpts of the Report of the Ramsar Symposium 2016 in Nakaumi and Shinji-ko</b>	Edited and published by Wetlands International in Japan, Ramsar Center Japan



# Supervisory Council & Board of Association

As per 31 December 2017, the Supervisory Council of the Foundation and the Board of the Association of Wetlands International had the following members:

Start of term	Members	End of term	Positions
2015	<p><b>Prof. Emeritus André van der Zande</b> (1st term)</p> <p>Chair Supervisory Council Chair board of Association</p>	2018	<p>Director General of the National Institute for Public Health and the Environment, 'RIVM'</p> <p>Other positions:</p> <ul style="list-style-type: none"> <li>• Chairman of The Zuid-Hollands Landscape Foundation (Stichting Het Zuid-Hollands Landschap)</li> <li>• Member of the Board 'De12Landschappen', on behalf of the Zuid-Hollands Landscape Foundation</li> <li>• Member of the Board of the Foundation for Innovation of Peatlands Centre (Stichting Veenweiden Innovatie Centrum)</li> <li>• Member the Advisory Committee Prof. Pieter van Vollenhoven</li> <li>• Member of the General Council of the Foundation for Future in Technology (Stichting Toekomstbeeld der Techniek - (STT))</li> <li>• Member of the Economic Board Utrecht (EBU)</li> </ul>
2014	<p><b>Prof Dr Noelle Aarts</b> (2nd term)</p> <p>Member Supervisory Council Member Board of Association</p>	2017	<p>Professor Communication and Change in Life Science Contexts, Wageningen University and Research Professor Strategic Communication (LOGEION chair), Amsterdam School of Communications Research, University of Amsterdam</p>
2016	<p><b>Dr Gonzalo Castro de la Mata</b> (3rd term)</p> <p>Member Supervisory Council Secretary Board of Association</p>	2019	<p>Chairman, World Bank Inspection Panel</p>
2016	<p><b>Dr Angelique Van de Beeten</b> (1st term)</p> <p>Member Supervisory Council Treasurer Board of Association</p>	2019	<p>General Director, Banketbakkerij Wouter de Graaf B.V. (per April 2017)</p>
2015	<p><b>Prof Kazuaki Hoshino</b> (1st term)</p> <p>Member Supervisory Council Member Board of Association</p>	2018	<p>Project Professor, Kagoshima Center for Community Development at Kagoshima University Other position: Visiting Professor at UNU Institute for the Advanced Study of Sustainability</p>

Start of term	Members	End of term	Positions
2015	<p><b>Dr Kathy Mackinnon</b> (3rd term)</p> <p>Member (vice chair) Supervisory Council Member Board of Association</p>	2018	<p>Chair, IUCN / World Commission on Protected Areas</p> <p>Other positions:</p> <ul style="list-style-type: none"> <li>• Board Member, Botanic Gardens Conservation International</li> <li>• Member, Cambridge Conservation Science Group, University of Cambridge</li> <li>• Trustee UN Environment -World Conservation Monitoring Centre</li> </ul>
2015	<p><b>Dr Dan Martin</b> (2nd term)</p> <p>Member Supervisory Council Member Board of Association</p>	2018	<p>Consultant in fund-raising and foundation management</p> <p>Other positions:</p> <ul style="list-style-type: none"> <li>• Trustee, Micronesia Conservation Trust</li> <li>• Board of Directors, Environmental Film Festival, Washington, DC</li> <li>• Trustee, Knox College</li> <li>• Board of Directors, Friends of Costa Rica</li> <li>• Board of Directors, Cuso International (Canada)</li> </ul>
2014	<p><b>Dr Eliot Taylor</b> (1st term)</p> <p>Member Supervisory Council Member Board of Association</p>	2017	<p>Team Leader, Implementation Service Provider for Catchment Management, Shire River Basin Management Program</p> <p>Other positions:</p> <ul style="list-style-type: none"> <li>• Director, Mott MacDonald Blantyre (Malawi) Ltd</li> <li>• Honorary member of the International Society for Limnology (SIL)</li> <li>• Member of the Freshwater Biological Association</li> <li>• Member of the Chartered Institute of Water and Environmental Management (MCIWEM)</li> <li>• Chartered Scientist (C. Sci)</li> <li>• Chartered Environmentalist (C. Env.)</li> <li>• Chartered Water and Environmental Manager (C. WEM)</li> </ul>
2016	<p><b>Edward S. Ayensu</b> (1st term)</p> <p>Member Supervisory Council Member Board of Association</p>	2018	<p>Chairman of the Board of Trustees of the African Institute for Mathematical Sciences (AIMS) Ghana</p>

## Observer

-	<p>(ex officio)</p> <p><b>Ms Martha Rojas – Urrego</b></p> <p>Observer (of the Secretariat of the Ramsar Convention on Wetlands) of the Supervisory Council Observer of Board of Association</p>	-	<p>Secretary General, Secretariat of the Ramsar Convention on Wetlands</p>
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# Counsellors of Honour

Name	Awarded
Michael Moser	1988
Chris Kalden	2002
Max Finlayson	2007
Stewart Morrison	2007
Jan Ernst de Groot	2015
Marcel Silvius	2017

## Management Team

Name	Position
<b>Ms Jane Madgwick</b>	Chief Executive Officer, Wetlands International, the Netherlands  <b>Other positions:</b>  Member of the Governing Body, Wetlands International South Asia Society, 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
<b>Ms Josje Reinartz</b>	Chief Operations Officer, Wetlands International, the Netherlands
<b>Mr Lifeng Li</b>	Head of Programmes (from July 2017), Wetlands International, the Netherlands
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# Members of the Association

## Countries

- 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

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

# Our partnerships

- Aarhus University
- Acacia Water
- African Eurasian Waterbird Agreement Secretariat
- African-Eurasian Waterbird Monitoring Partnership
- Akvo
- Altenburg & Wymenga
- AMISO
- AMREF
- AMREF Netherlands
- APN
- ASAN
- ASEAN members
- ASOS
- Association Nafore
- Banc d'Arguin National Park
- Bioprocess Pilot Facility B.V. (BPF)
- Biosfera Foundation
- BirdLife International
- BirdsCaribbean
- Boskalis
- Brockmann Geomatics
- Care
- Caritas
- CMS Flyways Working Group
- Commonland
- Conservation International
- Cordaid
- CSO Network Odisha
- CWRDM
- DAMCP
- De Vrije Koe
- DEF
- Delta Alliance
- Deltares
- DFS
- District of Demak, Indonesia
- DNEF
- DPN
- DPWM
- Dutch Postcode Lottery
- East Asian - Australasian Flyway Partnership (EAAFP)
- ECNHS
- ECO Uganda
- ECOAN
- EKBY
- Environmental Paper Network (EPN)
- Environmental Science for Social Change (ESSC) Philippines
- Ethiopian Wildlife and Natural History Society (EWNHS)
- Ethiopian Wildlife Conservation Authority (EWCA)
- EthioWetlands
- Euro-Mediterranean Information System on know-how in the Water sector (EMWIS)
- European Union Development Committee (EU DevCo)
- Eyes on the Forest
- FERN
- Food and Agricultural Organisation of the United Nations (FAO)
- Forest and Peoples Programme
- Forests and Climate Change
- Foundation for Responsible Peat
- Foundation Responsibly Produced Peat
- Friedrich-Schiller-Universität (FSU) JENA
- Global Environment Centre
- Global Water Partnership – Mediterranean
- GPC
- GreenPeace
- Greifswald Mire Centre
- Guinea-Bissauan Institute for Biodiversity and Protected Areas (IBAP)
- Hanze Wetlands
- Himalayan Action Research Centre (HARC), Utarakand, India
- HOAREC
- Horn of Africa Regional Environment Centre and Network (HoA-REC&N)
- Hutan Kita Institute
- Institute for Biodiversity and Protected Areas (IBAP)
- Imares
- IMPACT
- Indian Ministry of Environment and Forests and Climate Change
- Indonesian Ministry of Marine Affairs and Fisheries
- Indonesian Ministry of Public Works and Housing
- Innovatie Programma Veen (Landschap Noord-Holland, Agrarische Natuur Vereniging Water Land en Dijken, Provincie Noord-Holland, Hoogheemraadschap Hollands Noorderkwartier)
- Institute of Biodiversity and Protected Areas (IBAP)
- Institute of Forest Science RAS
- Institute of Forest Science, Russian Academy of Science
- INTA
- International Federation of the Red Cross (IFRC)
- International Mire Conservation Group (IMCG)
- International Peatland Society (IPS)
- IRC
- IUCN

- JENAOPTRONIK
- Jikalahari
- Kassel University
- Kenyan Ministry of Water and Irrigation, Water Resource Management Authority (WRMA)
- Loktak Development Authority
- Mali National Directorate of Water and Forests (DNEF)
- Malian Ministry of Water and Energy
- Mangroves for the Future
- MBP
- McGill University
- MedWet Initiative
- Meki Batu Cooperative Farmer's Union
- Merti Integrated Development Programme (MID P)
- MGFI (GNHM)
- Michale Succow Stiftung
- Mongolian Academy of Sciences
- Mongolian Forest Research Association
- Mongolian Ministry of Environment, Green Development and Tourism MonMap Co. Ltd.
- Nature Mauritanie
- Nature Uganda
- Natuurverduubelaars
- NCD
- Nébédáy
- Nederlands Veengenootschap
- NETCOAST
- Netherlands Ministry of Foreign Affairs (DGIS)
- Organization for the Defense of Wetlands (ODZH)
- Palm Oil Innovation Group (POIG)
- Partos
- Partnership for Environment and Disaster Risk Reduction (PEDRR)
- Perkumpulan SaMPan
- Philippine Reclamation Authority
- PND
- Practica
- PRCM (Regional Partnership for Coastal and Marine Conservation)
- PT Rimba Makmur Utama
- Rabobank
- Radboud University
- RAIN Foundation
- Rainforest Action Network
- Ramsar Convention Secretariat and Regional Centres
- Red Cross and Red Crescent National Societies
- Red Cross Red Crescent Climate Center
- Remote Sensing Solutions
- RHP
- Rift Valley Lakes Basin Authority
- Roundtable on Sustainable Palm Oil (RSPO)
- RUAF Foundation
- Rubicon Foundation
- Satelligence
- SAVE Brazil
- SEEDS, India
- SERNANP
- Shell
- Simavi
- Socadido
- State Wetland Authorities
- Stichting Bargerveen
- Stichting Probos
- Tauw
- TECONA
- TerraSphere
- The Nature Conservancy
- Tierra del Fuego University
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- TPO Uganda
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- UMA
- UN Environment Program
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- University of Bonn
- UNNATI, India
- UT SEMIDE
- Van Oord
- Veenweide Innovatie centrum
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- Von Lieberman
- Wageningen University
- Wahana Bumi Hijau
- Walhi Riau
- WARSİ
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- Woods and Wayside International
- World Waternet
- World Wildlife Fund (WWF)
- Western Hemisphere Shorebird Reserve Network
- Yayasan Auriga
- Zoological Society of London

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- Tim Jones
- 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 (ADB)
- East Asian - Australasian Flyway Partnership Secretariat
- European Commission
- Ramsar (Japanese Committee for Relevant Municipalities and CREHO)
- Roundtable on sustainable Palm Oil (RSPO)
- United Nations Development Programme (UNDP)
- United Nations Environment Programme (UNEP) (AEWA and GEF)

## Governments

- Canada Global Affairs
- Canadian Embassy, Argentina
- Canadian Wildlife Service
- China State Forestry Administration (SFA)
- German Corporation for International Cooperation GmbH (GIZ)
- German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, International Climate Initiative (ICI)
- German Development Bank (Kreditanstalt für Wiederaufbau, KfW)
- Kerala government, India
- Japan Fund for Global Environment (JFGE)
- Japan Ministry of the Environment
- Netherlands Enterprise Agency (RVO)
- Netherlands Ministry of Foreign Affairs (DGIS)
- Netherlands Sustainable Water Fund
- Netherlands Embassy in Mali
- Norwegian Environment Agency
- United States Agency for International Development (USAID)

## Private sector corporations

- Avendus Group
- Avina Coca-Cola
- Danone
- Keidanren Nature Conservation Fund (KNCF)
- National Geographic Society (NGS)
- One Architecture
- Permian Global
- Total Uganda

## Trusts and foundations

- AVINA Americas
- DOB Ecology
- Fundacion Vida Silvestre Argentina, FVSA - Coca Cola
- Climate and Land Use Alliance
- Mava Foundation
- Michael Otto Stiftung
- RHP foundation
- Stichting Otter Fonds
- Stichting RHP
- Turing Foundation
- Waterloo Foundation
- Rockefeller resilience challenge

## Non-governmental organisations

- Cordaid
- EcoShape
- International Food Policy Research Institute (IFPRI)
- IUCN Asia Regional Office
- IRC (ircwash.org)
- Netherlands Red Cross
- Netherlands Water Partnership
- Sovon
- WWF



# 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 (435 ton CO2 emission in 2017). We buy certified carbon credits generated by the Katingan project that aims to reduce carbon emissions, protect biodiversity and create sustainable economic development opportunities that improve the lives of rural communities. It does this by protecting and restoring a 200,000 ha peat swamp forest in Indonesian Borneo.

The Katingan project is certified under the Verified Carbon Standard (VCS) and Climate Community and Biodiversity Alliance (CCBA).

We further work to reduce our ecological footprint. We publish as much as possible our communication materials online and only essential stationary material is printed. We increasingly use e-meetings and online seminars. Most of our office supplies such as coffee, tea and paper are organic, recycled and fair trade. We have an automatic energy saving light system. Our office waste is separated for recycling purposes.

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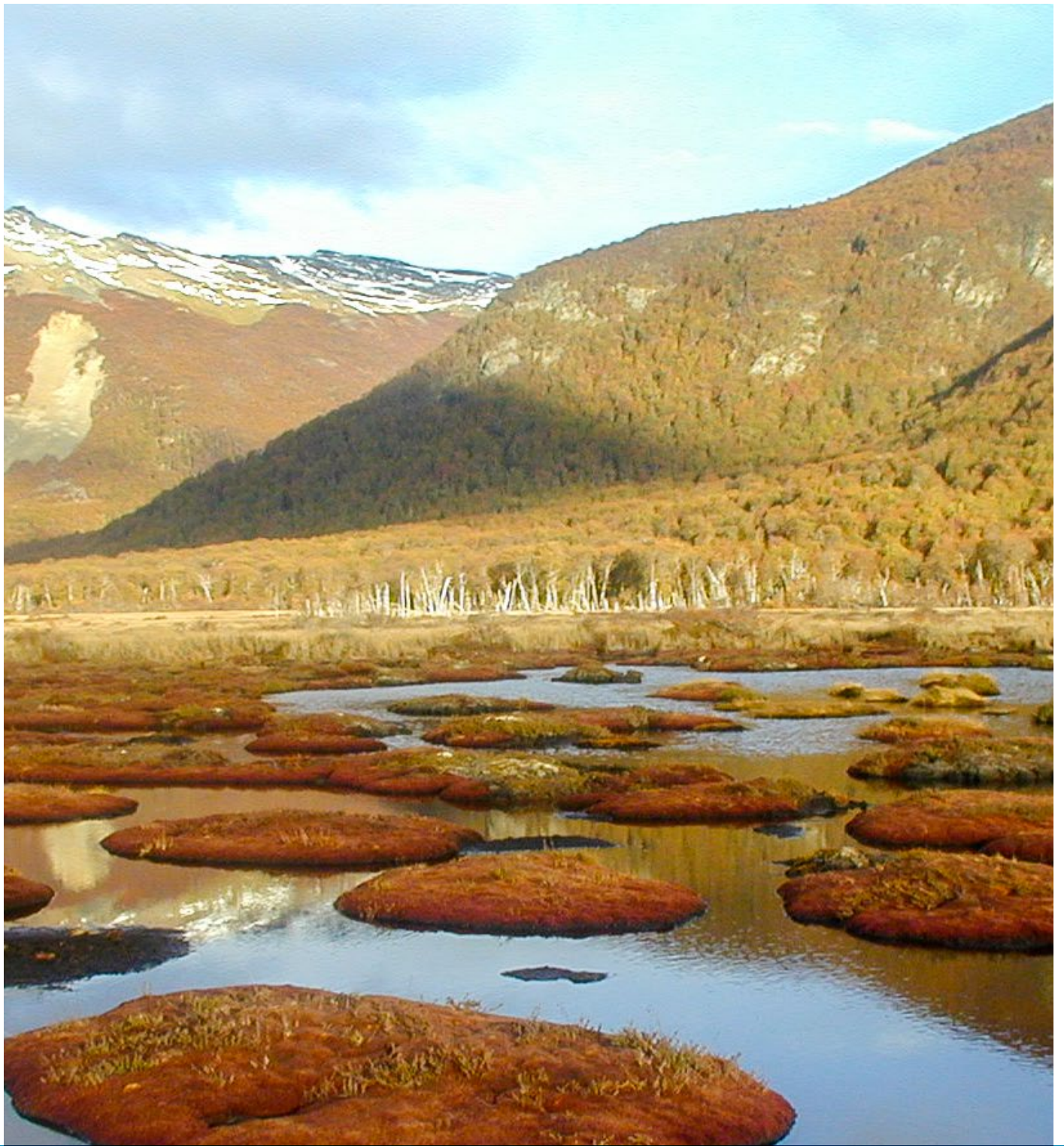
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