

Wetlands International



**Association & Foundation Wetlands International
Annual Plan and Budget 2012**

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LIST OF ABBREVIATIONS

AEWA	African-Eurasian Waterbird Agreement
BSLAP	Biodiversity and Sustainable Livelihood Action Plan
CEO	Chief Executive Officer
COO	Chief Operations Officer
CoP	Conference of the Parties
CSN	Critical Site Network
CSO	Civil Society Organisation
EA	Ecosystem Alliance (consisting of IUCN, BOTH Ends and Wetlands International)
ERC	Ecosystem Restoration Concession
ESHIA	Environmental Safety and Health Impact Assessment
EU	European Union
DRR	Disaster Risk Reduction
GEO-BON	Group on Earth Observations – Biodiversity Observation Network
GMM	General Members Meeting (of the Association)
GWOS	Global Wetland Observation System
IBA	Important Bird Area
IPCC	Intergovernmental Panel on Climate Change
IPDC	Iraq Petroleum Development Company
IUCN	International Union for the Conservation of Nature
IWC	International Waterbird Census
MB	Management Board Wetlands International
MFS-II	Co-financing programme of the Dutch Ministry of Foreign Affairs
NGO	Non-Governmental Organisation
PfR	Partners for Resilience (alliance consisting of the Red Cross, CARE, Cordaid, the Red Cross Climate Centre and Wetlands International)
REDD	Reducing Emissions from Deforestation and Forest Degradation
RSIS	Ramsar Sites Information Service
RSPO	Roundtable on Sustainable Palm Oil
SC	Supervisory Council of Wetlands International Foundation
UNEP	United Nations Environment Programme
UNFCCC	United Nations Conference on Climate Change
WASH	Water, Sanitation and Hygiene
WLP	Wetlands and Livelihoods Project
WPRP	Wetlands and Poverty Reduction Project
WPIAT	Wetlands Pre-Impact Assessment Tool
WWF	World Wide Fund for Nature

1 INTRODUCTION

Wetlands International is a global non-profit organisation comprising of the Association Wetlands International and the Foundation Wetlands International, legally registered in the Netherlands, and a global network of 16 offices active in over 100 countries. The legal entities are linked by Partnership Agreements to minimise risks and maximise consistency for the brand Wetlands International and to engender commitment to work to common operational standards and to work together to implement a global Strategy. The Association and the Foundation are strongly linked. While all operations are executed within the Foundation, the Association determines the longer-term strategy of the organisation and provides part of the funding for the Foundation's work. The Board of the Association, appointed by the General Members Meeting (GMM) of the Association, and the Supervisory Council of the Foundation are comprised of the same persons. This Annual Plan describes the work of the Foundation. It includes the activities carried out by the Netherlands headquarters and work devolved to region and country offices through project contracts. Regional and country offices resource, initiate and manage a broader portfolio of programmes and projects. These are not included in this plan.

Wetlands International and its Strategy

During 2011 Wetlands International reviewed and updated its 10-year strategic outlook, resulting in an updated Strategic Intent 2011-2020, which was adopted by the Wetlands International members in Edinburgh in February. The Strategic Intent was the result of a highly consultative process across all regions (Africa, Asia, Europe and Latin America) in which internal as well as external stakeholders participated. The Strategic Intent sets out the organisation's long-term goal linked to its mission and vision.

Our Mission is *"to sustain and restore wetlands, their resources and biodiversity".*

Our long-term Vision is *"a world where wetlands are treasured and nurtured for their beauty, the life they support and the resources they provide".*

Our global goal defines a large ambition to be achieved over a long period of time. We contribute to the goal significantly, but cannot do so alone. Our Goal is that *wetlands are wisely used and restored for the role they play in:*

- *improving human well-being and local livelihoods*
- *conserving biodiversity*
- *sustaining the water cycle*
- *reducing climate change and its impacts*

The Strategic Intent translates the goal into 12 specific collective targets that we aim to achieve by the end of 2015. They are grouped around 5 themes and guide the entire global network. This annual plan is the first plan to be framed around these 5 themes and 12 collective targets. Implementation of the plan takes place by means of projects and programmes that often work towards several targets in an integrated way.

The **12 collective targets** as set out in the Strategic Intent and grouped around 5 themes are the following:

Sustainable livelihoods

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

Biodiversity

2. Species-oriented and ecological network initiatives result in improved status of selected wetland biodiversity groups, including waterbirds and freshwater fish.
3. The status of wetland biodiversity is improved in at least 10 globally significant wetland ecoregions.
4. Decisions for the conservation and management of waterbird populations and wetlands on which they depend are influenced by timely analyses on the status and trends of waterbirds.

Water

5. In five major basins, implementation of water resource management plans safeguard and restore the role that wetlands play in water supply and regulation.
6. Ecologically sustainable drinking water and sanitation programmes are implemented in the country programmes of 5 WASH initiatives, resulting in improved ecological status of wetlands.

Climate

7. At least 100 Mt of CO₂ emissions avoided by conserving and restoring wetlands
8. UNFCCC policies provide incentives for reducing wetland emissions in both developed and developing countries and include biodiversity safeguards.
9. Investments in wetland protection and restoration are made through 5 government-led climate change adaptation and/or disaster risk reduction plans.
10. In the catchments of 10 significant wetlands, community resilience to natural hazards, including those that are exacerbated by climate change is increased through improved environmental management.

Greening the economy

11. In at least 5 cases changes or adjustments will be achieved in the design and/or delivery of major development schemes which threaten significant wetlands or water resources, so as to avoid or reduce impacts on biodiversity and livelihoods.
12. Industry standards, regulations and community practices are improved for at least 3 production systems to prevent the loss of wetlands and their values, such as for water, climate regulation and biodiversity.

Wetlands International works to achieve its mission according to four main strategies that are often employed in combination within a project and Programme:

1. Mobilising the best available expertise and knowledge
2. Raising awareness on the critical issues
3. Enabling society to take action
4. Influencing policies and practices

Outline of the Annual Plan

This plan sets out Wetlands International's priorities for the coming year and translates the Strategic Intent into concrete activities and linked results we aim to achieve by the end of the year. The purpose of this document is largely to guide internal planning at headquarters.

Chapter 2 presents the headlines for the coming year and how Wetlands International analyses the complexities of its environment and intends to respond to changes and to deal with uncertainties. It explains the linkages between the various themes and, that activities, in specific programmes and projects, often contribute towards various collective targets. Chapter 3 gives for each of the 12 collective targets an overview of the plans of the Foundation, grouped by the five themes. For each collective target, first some background information is given. We then present the expected outcomes for the year, the main activities to be undertaken including plans for resource development and an overview of the various projects currently being implemented that contribute to the collective target. Cross-reference is made where activities contribute to more than one collective target. Outcomes vary in level, due to the varying phases in which the programmes and projects are. In a number of cases it is possible to define outcomes that constitute a direct contribution to the collective targets. Projects that are in early stages of implementation, may only achieve process outcomes while in some cases only outputs, direct results of activities, can be mentioned. Chapters 4 and 5 present the plans for communication with stakeholders and for the development of the internal organisation. The budget 2012 concludes the plan.

2 PROGRAMME FOCUS IN 2012

During 2011, the first year of new 10 year Strategy, we took stock of our network initiatives underway, re-sourced and planned against each of the five-year collective targets. Our planned investments of 2012 in improved systems and behaviours for collaboration, sharing project information, knowledge-exchange and institutional learning are urgently needed to assist this task. However, we will begin 2012 with some clear directions for our work and a broad understanding of the shape, strengths and gaps in our programme portfolio. Our portfolio is expanding. We will embark on some significant new climate- and livelihoods- related projects coordinated from the Netherlands office, including from new European donors. We are also entering the second year of three multi-regional and multi-year partnership programmes that are highly relevant to the livelihoods, water, climate and “greening the economy” goals in our Strategy. While much of 2011 was needed to establish the basis for these programmes, implementation activities will intensify in 2012.

Similarly, years of groundwork through our partnership with Shell has led to some project opportunities where we can influence Shell’s footprint in to some major wetlands, such as in the Arctic, Nigeria, Iraq, Canadian oilsands and Brunei peat swamp forests. While these projects all involve lengthy negotiation, their initiation in 2012 would provide good opportunities as well as some organizational capacity challenges. In the corporate sector, it became evident during 2011 that access to water has recently become a significant focus of concern. During 2012, we intend to find ways and resources to increase our efforts to coordinate across the network on promoting the vital role that wetlands play in water supply and regulation, including through closer engagement with the private sector and communicating issues and solutions in relevant regional and global policy fora that occur in 2012, such as the World Water Forum and Rio+20. As part of this, we will also put a spotlight on “water grabs” as a growing threat to wetlands and dependent local communities.

One of our institutional goals in 2012 is to better coordinate strategic resource development. Existing major programmes provide the opportunity to leverage additional supporting projects and resources, globally and in each region, so we can add value to existing projects and look for opportunities to replicate and up-scale our successful approaches. For example, in 2011 we joined the Netherlands-based partnership of NGOs and playing an active role in developing the visionary Great Green Wall project proposal for ecological restoration and climate adaptation in the Sahelian zone. This project involves all partners from the Ecosystem Alliance and Partners for Resilience Alliance and builds on the good relationships that we developed as well as on the strength of our African presence and programmes. If approved in early 2012, this will become a significant focus for our work in the coming years.

For some other themes in our Strategy, we are building from a weaker project capacity and new resources are harder to find. This is true particularly for our biodiversity focused programmes. In 2012 we intend to consolidate our efforts across the network and seek opportunities to build in objectives and resources to make biodiversity gains visible within all existing and planned field programmes. We will take further steps to establish Wetlands International more clearly as a facilitator to mobilise knowledge on trends in wetlands, at all scales. Re-invigoration of the Waterbird Monitoring Partnership and new collaborative initiatives such as recently developed for the establishment of a Global Wetlands Observation System, offer some good opportunities in this direction.

3 ACTIVITIES PER THEME

3.1 SUSTAINABLE LIVELIHOODS

Collective Target 1: Wise use of and restoration of 20 wetlands is linked with the development of sustainable livelihoods, resulting in a strengthened asset base for at least 200,000 people

Promoting and demonstrating the role of wetland ecosystems in sustainable livelihoods has been the most significant growth area of the portfolio of Wetlands International over the last decade. It involved the initiation and implementation of many small projects in Africa, Asia and Latin America, as well as significant global projects developed by HQ and implemented through devolvement to our wider network of offices and partners (including the TMF Wetlands and Poverty Reduction and the MFS1 Wetlands and Livelihoods projects).

In view of new global challenges and needs to acknowledge, appreciate and promote ecosystems' role in sustainable livelihoods and community resilience, we initiated and established strategic partnerships and alliances with conservation, development and humanitarian NGOs.

Two formal alliances were established and started implementation of a 5 year plan in 2011. One is Ecosystem Alliance (EA), which we undertake with IUCN and Both ENDS. The Ecosystem Alliance works on the sustainable use of ecosystems in developing countries where people's livelihoods strongly depend on ecosystem services. The second alliance is Partners for Resilience (PFR) with Red Cross, CARE, Cordaid and RC Climate Centre; this alliance implements a 5 year program to strengthen community resilience in view of increased disaster risk, effects of climate change and environmental degradation. Both alliances focus on wise use of and restoration of ecosystems for sustainable livelihoods and resilient communities, including a strengthened and protected asset base.

Wetlands International is responding to the fact that the corporate sector is an increasingly important (pro-active) player in shaping development and partnerships with corporates have been set up to influence the way they work. We are promoting the recognition of Sustainable Livelihoods and the link with Ecosystem Services as part of corporate 'responsible business' mandates and responsibilities. The partnership with Shell is e.g. implementing projects in the Niger Delta in Nigeria (Sustainable Livelihoods and Biodiversity Project) and is working with Shell on 'Biodiversity and Sustainable Livelihood Action Plans' (BSLAP's) in Brunei and Iraq.

Plans for 2012

In 2012, under the multi year partnership programmes Partners for Resilience Alliance and Ecosystem Alliance, we will facilitate the implementation of ecosystem restoration and community resilience programs in the 12 countries Guatemala, India, Indonesia, Kenya, Mali, Nicaragua, Philippines, Ethiopia, Argentina, DR Congo, Senegal and Uganda, including through a Global program to support up-scaling of successful approaches used in country programs. In these countries we will build on our own existing programmes as well as those of our partners in the alliances, building on and extending capacity of local organisations. This will include further implementation and mainstreaming of the bio-rights mechanisms in existing micro-credit schemes and institutions, as a means to integrate sustainable development and ecosystem restoration by supporting community finance base and enhance ecosystem restoration activities.

Working in national level alliances with civil society organisations and often focusing on local wetland issues we will seek to develop their capacities, raise awareness and empower partners to influence policy and management practice. In Argentina we will work with technical and communications focused civil society organisations to tackle agricultural development issues in the Parana Delta with a view to further influencing the regional development policy, PIECAS. In India, Indonesia, Mali, Uganda and Central America we will develop the technical capacities of our civil society partners to further understand and analyse ecosystem-based disaster risk. We will support the partners in strengthening community resilience, through development and implementation of community disaster risk management plans, including the restoration of ecosystem services.

In Kenya we will help empower CSOs to influence policies and debate on the exploitation of natural resources in and around the Tana Delta which are being used to support major biofuel schemes. In Senegal we will collaborate with civil society organisations in two regions to stimulate mangrove restoration (Souloum-Niemi national park) and restoration of delta environments (Ndiael basin in the Senegal River delta). In Indonesia we will continue our work on mangrove restoration and to influence the REDD mechanism.

In partnership with IPDC (Iraq Petroleum Development Company, Shell Iraq basically) we will supervise and guide the development of a Biodiversity and Sustainable Livelihoods Action plan (BSLAP) for the Majnoon field operation in Iraq. Majnoon field is located in the Mesopotamian Marshes and is traditionally home to Marsh Arabs, with a strong livelihood dependence on the marshes. This work will have a strong livelihoods component. As it is an intervention that is targeting a sustainable approach to designing the Majnoon field, this work will be further elaborated in the chapter on Greening the Economy.

Following an elaborate readiness preparation phase in 2010 and 2011, we will start the implementation of the Sustainable Livelihoods and Biodiversity Project in the Niger Delta in Nigeria, under the partnership with Shell. As part of a four year project, in 2012 we will start demonstrating restoration of local wetland ecosystems, linked to improved livelihoods of local communities. We will engage with communities on the ecosystem-based approach and design appropriate community-based financing mechanisms that link restoration of local wetland ecosystems to livelihood improvement (provide insights on the role of wetlands in sustaining livelihoods, including through income-generation in the project sites for the community demonstration projects). It is also planned to prepare and start implementation of restoration work on selected sites linked to improved livelihoods of local communities.

A major programme, the Great Green Wall, will, once approved, enhance and support ecosystem based livelihood developments in the Sahelian region, specifically building on our work in Senegal, Mali and Kenya. A second proposal that has been submitted to the Humanitarian Innovation Fund will, once approved, lead to implementation of bio-rights as a mechanism to create community resilience in Guatemala.

Expected outcomes in 2012

By the end of 2012, we expect to have achieved the following:

- To be engaged in ecosystem restoration in wetland areas leading to strengthened asset base of 420,000 people, working together with partner organisations in Guatemala (Pacific coast), India (northeast), Indonesia (Nusa Tenggara Timur), Kenya (Ewaso Nyero basin), Uganda, Mali (Inner Niger Delta) and Nicaragua
- Ecosystem services mapped in Niger Delta, Nigeria are linked to key policy processes and translated into benefits linked to livelihoods
- Awareness created and capacities built of civil society organisations on ecosystems role in sustainable livelihoods and community resilience in the above mentioned countries
- Knowledge centres and universities in these countries where PfR works are identified and collaboration started to do impact studies on PfR best practices on building resilient communities

- Community risk management plans developed including protection and restoration of ecosystems in disaster prone areas
- Bio-rights implemented and up-scaled in at least four wetlands regions in Indonesia, Mali and Guatemala, leading to a strengthened asset base of 10,000 people
- Tools and methodologies used by our partners in the PfR alliance, will be reviewed and adjusted to mainstream ecosystem approaches.
- Policy dialogues active at provincial and national level in nine countries to promote the role of ecosystems in community livelihoods and resilience.
- The boards of the adaptation funds that are currently materialising within the framework of UN FCCC, will ensure that (parts of) adaptation funding will be channelled to local communities. This is a result of our lobby activities as explained in paragraph 3.4, collective target 8 on adapted UNFCCC policies.
- In Nigeria's Niger Delta, at least three project sites carrying out ecosystem-based approaches will showcase appropriate community-based financing mechanisms that link restoration of local wetland ecosystems to livelihood improvement of local communities. Wetland resources and livelihood status will have been mapped, awareness raised on importance of wetlands ecosystem among target communities and a livelihood and wetland ecosystem monitoring & evaluation programme will have been developed. The demonstration of the socioeconomic value of wetland ecosystem services in sustaining local livelihoods will have been started in at least 5 project sites.
- Contributions of our work will appear in two publications that have global reach: 1) The Ecosystem Promise book, that will profile case examples of how ecosystem restoration benefits livelihoods, water and climate and 2) A Wetland TEEB Synthesis report (The Economics of Ecosystems and Biodiversity) which will collate and add to the evidence base for bringing wetland ecosystem services into economic decisions and processes.

Resource development

The PfR Alliance shows the need in the humanitarian sector for our expertise, technical know-how and practical experiences of applying a landscape and ecosystem approach to disaster risk reduction programmes. Within the Partners for Resilience Alliance, the added value of Wetlands International is clearly recognised; we are already contracted by (in-country) partners for additional work such as environmental assessments and technical training. During 2012, the PfR programme will further serve as a platform from which to develop additional and complementary projects and to mobilise resources.

On the basis of a concept note developed in 2011, we aim to be invited to submit a proposal to the Climate Knowledge Development Network (CKDN) to facilitate innovative learning and policy dialogues, building upon the work of Partners for Resilience in Indonesia and the Philippines to ultimately strengthen community resilience in these two countries.

Projects

The following projects will contribute to the achievement of the outcomes in 2012:

Funded projects:

- Ecosystem Alliance
- Partners for Resilience
- Permian
- Shell Niger Delta Sustainable Livelihoods and Biodiversity Project
- Iraq IPDC / Majnoon field development project

Projects under negotiation:

- Great Green Wall (submitted)
- DFID/Humanitarian Innovation Fund (submitted)
- Climate Knowledge Development Network (concept note submitted)

3.2 BIODIVERSITY

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

We aim to establish our role as a facilitator to mobilise of knowledge on policy relevant trends in wetlands. During 2012, we will achieve a number of positive outcomes relevant to this target through developing and communicating knowledge that can help guide wetland conservation decisions. It is intended that Wetlands International play a central role in a future Global Wetland Observation System that will provide policy-relevant information to key sectors on the status and trends in wetlands.

Species-oriented work focusing on sustainable management of waterbird and fish species is needed to tackle unsustainable use and other factors causing excessive mortalities such as oil pollution, hunting, alien fish introductions etc. Wetlands International stimulates and supports conservation action for migratory waterbird species, including by supporting flyway programmes in each region. Through collaboration with the IUCN Species Survival Commission (SSC) and the waterbird and freshwater fish Specialist Groups, we seek joint projects with these groups and support them to provide technical advice and research relevant to conservation priorities. In 2012 we will participate in the IUCN SSC Meeting in Abu Dhabi and the IUCN World Congress in Jeju, South Korea.

Discussions amongst the network of offices of Wetlands International have led to the conclusion that many of our initiatives and field programmes contribute to the outcomes of this collective target, while this may not be their main objective. For example, it is often the case that restoration of wetlands to reduce carbon dioxide emissions or for climate adaptation purposes, is linked with the conservation of particular wetland biodiversity groups. In order that the co-benefits of our work can be more clearly planned for and measured, we will therefore develop an inventory of these initiatives and so form a baseline during 2012 from which we can plan further.

Expected outcomes in 2012

- An inventory of current and potential opportunities to contribute to this target through our projects is developed and shared across the Wetlands International network taking into account the contribution of existing and potential future projects.
- Strategies for coherent advocacy and field actions in each of the three major flyways will be developed and agreed by the Wetlands International network, taking into account the contribution of existing and potential future projects.
- Ramsar Sites Information Service (RSIS) will be further developed as the platform for:
 - an on-line wetland inventory meta-database, and establish metadata entry and search functionalities,
 - linking Ramsar site data and information to other biodiversity information management mechanisms such as Global Biodiversity Information Facility.
 - a species and habitats meta-database
 - a meta-database of remote sensing products and projects for supporting wetland inventory, assessment and monitoring.

- Regional networking and information exchange to strengthen responses to avian influenza in wild birds through revitalization of the Asia-Pacific Working Group on Avian Influenza and Wild Birds, supported by Ministry of the Environment of Japan
- Finalisation of the AEWA Plan of Action for Africa at the AEWA Meeting of the Parties that will provide a platform for more targeted support to flyway conservation activities in Africa.

Resource development

Priorities in 2012 include:

- Securing resources to develop a Global Wetland Observation System (GWOS), together with the Ramsar Convention and a number of NGO partners
- Based on outcomes of the Convention on Migratory Species Conference of Parties in November 2011, we will work with governments, NGOs and technical experts and other partners to secure resources to promote implementation of resolutions related to conservation of migratory waterbirds and their networks in all flyways, including the development of a global CSN Tool.
- Securing resources for awareness raising activities about the importance of conserving migratory waterbirds and wetlands through a regional network of wetland centres in the west Europe-west African flyway region in over 10 countries working in partnership with Wetlands International and *Staatsbosbeheer*. The key resource to be developed during 2012 includes information resources linked to the Critical Site Network Tool.
- Development and implementation of regional training activities for migratory waterbird and wetland management through rollout of the Flyway Training Kit in the AEWA region (e.g. Farsi language training in Iran, regional training of trainers in Francophone West Africa, Oman/countries of West Asia, and East Africa).

Projects

Funded projects:

- Field surveillance in Lithuania, Hungary and Egypt for avian influenza in wild birds, supported by Erasmus University
- Regional networking and information exchange to strengthen responses to avian influenza in wild birds through revitalization of the Asia-Pacific Working Group on Avian Influenza and Wild Birds.
- Ramsar Sites Information Service supported by Ramsar Secretariat

Projects under negotiation:

- A_GloBE EU Framework Programme 7 application including the development of the Global Wetland Observation System (GWOS)
- Characterisation and delineation of 200 Mediterranean wetlands using remote sensing imagery, the validation of typologies and GIS. The *GlobWetland II* project is aimed principally at developing a GWOS pilot information system, also called the *GlobWetland II* information system.

Collective Target 3	The status of wetland biodiversity is improved in at least 10 globally significant wetland eco-regions.
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As set out in the Strategic Intent 2011-2020, we work for the long term in a number of globally significant wetland eco-regions. These are the most likely places where we can achieve this target through supporting a range of initiatives and monitoring programmes.

It is recognised that conserving of wetland biodiversity goes hand in hand with wise use of wetlands and management to secure key ecosystem services. So, apart from conservation-led initiatives, a range of projects at globally significant wetlands, linked to strengthening climate change mitigation, adaptation or enhancing water storage, for example, are expected to contribute towards reduction of pressures on wetland biodiversity and improvement of their conservation status.

Expected outcomes in 2012

- We will select the 10 wetland sites where we are working or have good opportunities to improve the status of biodiversity, alongside or as part of other programmes. This includes the development of a strategy for implementation, including for resource development, establishing baseline data and indicators for change.
- The RSPO High Conservation Value offsetting and compensation mechanism includes specific measures for wetland biodiversity conservation
- Biodiversity aspects are incorporated at the scale of site based projects under the Shell partnership in the Niger Delta Sustainable Livelihoods and Biodiversity Project in Nigeria, the Oilsands project in Alberta, Canada and the development of Biodiversity and Sustainable Livelihood Action Plans (BSLAP) in Iraq and Brunei
- River basin scale interventions in the Inner Niger Delta in Mali, the Mahanadi delta in India and the Parana delta in Argentina address the conservation needs of specific wetland biodiversity group
- Further development and rollout of the Wetland Pre-Impact Assessment Tool (WPIAT) to enable improved decision making within Shell to reduce impacts on wetlands.

Projects

Funded projects:

- Partners for Resilience
- Ecosystem Alliance
- WASH Alliance
- Shell partnership
- Other projects funded via our office network.

Collective Target 4	Decisions for the conservation and management of waterbird populations and wetlands on which they depend are influenced by timely analyses on the status and trends of waterbirds
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Wetlands International plays a pivotal role in supporting international decision-making processes aimed at the conservation of waterbird populations and the wetlands they depend through timely analyses of population sizes and trends. The International Waterbird Census (IWC) is a key source of information in this context and we will continue its effort to strengthen the census through improved data management and regional coordination. Under the framework of the newly established Waterbird Monitoring Partnership, in Europe we will address technical issues, network development and make efforts to increase the coverage of species that cannot be effectively covered by the core IWC counts such as geese, swans, seaducks, farmland waders and will improve the coverage of the major tidal wetlands in Africa and the Middle East. With our office network and other partners, we will explore the opportunities to set up similar collaborative structures in the Asia-Pacific and Americas flyways. The main mechanisms to influence decisions related to the conservation and management of the waterbird populations and the wetlands they depend on is assessing the conservation status of waterbird populations (e.g. AEWA Conservation Status Report, Birds in

Europe 3 linked to the EU Birds Directive) and provision of the 1% thresholds to assist the identification and designation of key sites for waterbirds.

Expected outcomes in 2012

- Updated 1% thresholds will be available to assist the identification and designation of key sites for waterbird populations through fifth edition of the Waterbird Population Estimates to be launched at the 11th Conference of the Parties of the Ramsar Convention, which requires countries to apply the 1% thresholds published in the Waterbird Population Estimates when implementing the Strategic Framework for the development of the List of Wetlands of International Importance.
- Table 1 of the AEWA Action Plan will be amended according the recommendations made in the 5th edition of the AEWA Conservation Status Review 5 at the AEWA Meeting of Parties, which will determine the management frameworks that Contracting Parties shall apply.
- Resolution concerning sustainable resourcing of waterbird monitoring in the African-Eurasian Region will be adopted at the AEWA MOP
- Resolution concerning the development of partnership and sustainable resourcing of waterbird monitoring in the Asia-Pacific flyway will be adopted at the IUCN World Conservation Congress

Resource development

- Strengthening of the International Waterbird Census in the African-Eurasian region (pipeline project application to MAVA Foundation)
- Strengthening the International Waterbird Census in the Asia-Pacific flyway

Projects

Funded projects:

- Waterbird Population Estimates 5th edition
- IWC global coordination and data management
- IWC Regional Coordination (funding from Switzerland government)

3.3 WATER

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

Wetlands International's work influencing water resource management policy at national to river basin level has grown in strength and impact over the past years, built on long running activities supported by multiple projects. The organisation's approach is to assess the actual and potential impacts of water policy and management on wetland ecosystems and the implications for community livelihoods and biodiversity. Based on this knowledge we have both advocated and negotiated with respective agencies to take better account of the role of wetlands as both users and regulators of water that support livelihoods and maintain resilience. This has resulted in several notable achievements. Infrastructure planning and operation in several river basins in Africa and South Asia have been adjusted or even shelved safeguarding dependent ecosystems and related food and water security for people. Despite success, the impacts of this approach and the results need to be shared and used to stimulate similar initiatives elsewhere.

Expected outcomes in 2012

With a number of new projects starting in 2012 we will seek to both build on existing work where we have a successful track record and to stimulate the development of new initiatives in other regions and river basins. The following outcomes are planned by the end of 2012:

- Senegal Basin (Senegal, Mauritania, Mali): MoU with the Senegal Basin Agency (OMVS) confirmed and engagement on restoration of the Ndiel basin in the delta region begun. A knowledgebase to underpin restoration plans and community engagement is initiated.
- Upper Niger Basin (Guinea, Mali): The Netherlands Embassy in Mali has integrated the role of ecosystems and in particular the Inner Niger Delta into its planning and a pilot project for achieving this is underway.
- Mahanadi Basin (India): A wetland inventory will be ready and water management planners will be informed about the inventory as well as about possible risks to wetlands.
- Tana basin (Kenya): Capacity of local civil society organisations to engage with the Tana Basin authority (TARDA) is developed and engagement has begun to discuss the role of basin management (in particular allocations for major biofuels developments and upstream hydropower) in regulating the ecosystems of the Tana delta. Knowledgebase development to underpin dialogue and advocacy under development.
- Ewaso Ng'iro Basin (Kenya): Relationships will have been developed with water management authorities to cooperate on increased understanding and application of sustainable water use. Within the disaster risk reduction (DRR) sector, awareness will have increased about the relevance of upstream interventions for communities living downstream.
- Sebou Basin (Morocco): Green platform for civil society sustained and empowered through the implementation of a monitoring protocol while building the capacity of the platform members to mainstream ecosystem maintenance into the Sebou River Basin
- Mujib Basin (Jordan): Recognition of the need for environmental flows to be defined by water management agencies through increasing the level of involvement of civil society organisations, building the capacity of relevant entities on the local and national levels and advocate for community involvement in decision-making processes that are based on sound science. An advocacy plan for the river basin is implemented, targeting the different levels of stakeholders in the river basin.
- Ichkeul Lake (Tunisia): A Spatial Decision Support System will be adopted by water authorities to manage water resources on the watershed level sustainably and in an integrated manner.
- Mediterranean: Using the Agadir Medwet meeting and the Mediterranean regional process in the 6th World Water Forum serve as key platforms to communicate the role of wetlands as natural infrastructure and service providers that support livelihoods, maintain resilience and biodiversity. Through our efforts, together with partners, these roles are recognised as a key issue for river basin and water resource policy makers and managers to address.
- Europe: Through the 6th World Water Forum regional process, the importance of river restoration to help river basin managers meet flood risk, water quality and environmental objectives is recognised, a series of pilot initiatives to tackle this at the landscape (catchment to basin scale) are conceptualised and information resources to support agencies in undertaking this are under active development.
- International: The gap between the current provisions in river basin policy, planning and management and those needed to ensure wetland ecosystems are seen as key natural infrastructure to both help deliver food, water and environmental security as well as biodiversity is recognised and commitments in selected basins to address this in the coming years secured.

Projects

- Ecosystem Alliance.
- Dutch Ministry of Foreign Affairs MFS2: Partners for Resilience

- EU LIFE and RESTORE project
- Canadian International Development Agency; Capacity development of civil society in the Mediterranean
- AFROMAISON (EU Framework programme 7)
- Support funding for coordinating Priority Focal Area 3.4.1 in the 6th World Water Forum (International Forum Committee)

Resource development

- A project proposal for the Sebou Basin in Morocco to mainstream an environmental flows and ecosystems services approach into river basin management planning and management (lead partner WWF) (potential donor: MAVA Foundation).
- A Mediterranean regional project to develop the capacity of civil society to engage in and influence the integration of ecosystems into water resource management (potential donor: MAVA Foundation).
- South Bug river basin (Ukraine) project to mainstream ecosystems into river basin planning and management
- Support for the development of pilot river restoration initiatives in selected European river basins
- Leveraging resources to support and further develop the RESTORE project.

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

Working on mainstreaming ecologically sustainable approaches into the water, sanitation and hygiene (WASH) sector is a new strategic target. After a period of consultation amongst Dutch and international civil society partners and the production of a baseline publication on understanding the linkages between wetlands and WASH in 2011, we were successful in securing a role as thematic partner in a major Dutch Foreign Ministry funded WASH initiative, bringing together six Dutch organisations involved in WASH: Simavi, Rain Foundation, WASTE, ICCO, Akvo and AMREF Netherlands. This programme started work in 2011 and will move into the full implementation phase in 2012. Most of the outcomes in this area of work will be related to this programme and our challenge in 2012 is to build on this and expand contribution to this target through new funding initiatives.

Expected outcomes in 2012

- Communications strategy for the international policy component of the WASH Alliance will be completed including a campaign on 'water grabs'.
- Relevant cases from past and current work to underpin water grab dimension of WASH are published and communicated.
- Visibility of the water grab threat to the role of wetlands in supporting water supply (source) and as a sink for disposal of waste at the community scale is increased through participation at the 6th World Water Forum and Stockholm World Water Week.
- Local pilot projects in Mali, Uganda and Bangladesh are established to build-up evidence of practical ways to put an ecological sustainable dimension to WASH.
- A basic understanding and common view of taking an ecological approach in WASH is established amongst Dutch WASH Alliance Netherlands based partners and their current southern partners, including reference to implication of this for their different existing business models.

- Participation of relevant environmental stakeholders in multi-stakeholder processes for WASH delivery is facilitated at country level.
- With few specific partners (i.e. RAIN Foundation, AMREF), a message/statement is formulated regarding the need and means for WASH organisations to think and act using an ecosystem approach.

Projects

- WASH Alliance

Resource development

- The development within the Dutch WASH alliance, of a common view and understanding of what is needed to take an ecological approach in WASH delivery is expected to lead to an increased demand for the services that Wetlands International can offer to the WASH organisations in this Alliance. Based on this common view and understanding, we will clarify and sharpen our role vis-à-vis the WASH organisations. With all these organisations, we will discuss opportunities to build their capacities, to facilitate more pilot projects and to offer our expertise on ecologically sound WASH initiatives.
- We will explore possibilities for cooperation and fundraising with 'Water and Sanitation for the Urban Poor (WSUP)', a tri-sector partnership between the private sector, civil society and academia focused on addressing the increasing global problem of inadequate access to water and sanitation..
- Together with the RAIN Foundation, we will develop the technical concept of increasing the natural water buffer for WASH availability and jointly fundraise among a relevant and common donor network.

3.4 CLIMATE

Our work on wetland carbon is evolving as a coherent package of network activities, involving coordination of global and national advocacy work, some new, major peatland restoration initiatives that reduce greenhouse gas emissions and the further development of our work with the private sector involving voluntary carbon credits. In 2012, we will further build on this and we will strengthen our interest and engagement in "Blue Carbon", linked to our mangroves and coastal experience and the kick-off of a new, innovative research and development programme, "Mangrove Capital".

Climate mitigation

Collective Target 7: At least 100 Mt of CO₂ emissions avoided by conserving and restoring wetlands
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We apply a mix of intervention strategies to work towards this target. To a certain extent we will be directly involved with the restoration of thousands of ha of degraded peatlands in Russia and Indonesia including development of a methodology on community based management of carbon projects. We will design the development for the restoration of 31,500 ha of degraded peatlands in Moscow Oblast and two other oblast in European Russia and pilot projects in up to 1500 ha started. Implementation will take place in cooperation with the Russian Academy of Sciences, Michael Succow Foundation, University Greifswald and a Russian engineering company. In Indonesia, we will work on the establishment of Ecosystem Resto-

ration Concessions (ERC) covering 250,000 ha of degraded peatland and peat swamp forests in Sumatra and Kalimantan and make an inventory of 10 other key potential ERCs in Indonesia.

At another level, we, or our partner organisations, will attend and make presentations at influential conferences and workshops of the peat based industry, the EU Commission, multi-lateral agencies (e.g. World Bank), Rio+20, national policy platforms of key peat countries and the Round Table on Sustainable Palm Oil, in which we participate.

Expected outcomes in 2012

- Certification mechanism for Responsible Peat Extraction for Horticulture developed for Europe, with peat-based industry - *Stichting RHP Keurmerk* and VPN (*Vereniging Potgrondfabrikanten Nederland*) - enhancing options for rehabilitation of severely degraded European peatlands. We will draft Principles and Criteria for Responsible Peat Extraction as a basis for the certification.
- Options for climate change mitigation through peatland rehabilitation in progress in Indonesia and explored in other parts of the world (e.g. Latin America, Africa, Russia, China, Malaysia) involving private sector investments
- Formal applications have been made with Permian Indonesia to the Indonesian Government for the establishment of Ecosystem Restoration Concessions (ERC) covering 250,000 ha of degraded peatland and peat swamp forests in Sumatra and Kalimantan
- 100 t Carbon sequestered through mangrove rehabilitation in Java, Indonesia
- Increased awareness in major policy platforms (UNFCCC, RSPO, EU REDD) and key peatland countries (Indonesia, Malaysia, Russia, Netherlands, Germany, Scandinavia, Baltics) and relevant donor community (Norway, Australia, Germany, Netherlands) on the impacts of peatland degradation and options and cost benefits of mitigation
- Best management practices for existing plantations on peatland adopted by the Round Table on Sustainable Palm Oil (RSPO)
- Principle of no further expansion of oil palm on peat is adopted by RSPO
- Issue of land subsidence is recognised in RSPO discussions and by relevant authorities in Indonesia and Malaysia, resulting in an enhanced political basis for policy change in regard to peatland conversion.

Resource development

Support to private sector and Government liaison for fund raising for the global fund developed by Permian

- Fund raising for a major peatland science and policy project (All-Wet project; Alliance for Wetlands) in South Africa using a grant from DAAD (The German Academic Exchange Service) of € 20.000 for the preparatory measures. Proposal to be submitted with a broad partnership of German and South African organizations within the scope of the ACP Science and Technology Program.
- Biodiversity and Agricultural Commodities Programme (BACP) grant for promoting in Malaysia Best management practices in palm oil plantations and demo in 2 key peatland areas
- Support peat project development in other regions (e.g. Latin America, China)

Projects

Funded projects:

- Permian (involving a long-term partnership with Permian)
- PeatRus
- Ecosystem Alliance
- RHP responsible Peat

Collective Target 8: UNFCCC policies provide incentives for reducing wetlands emissions in both developed and developing countries and include biodiversity safeguards

We will attend at least the most important UN FCCC meetings to advocate for our cases and provide input for a possible new global climate deal (post Kyoto). We will do this together with our partners as organised in the networks Ecosystem Climate Alliance and the Climate Action Network. Specific direct attention will be paid to the main countries involved in REDD+ with relevance to peatlands: Indonesia and Norway as a donor. As an official reviewer of the Intergovernmental Panel on Climate Change (IPCC), we will develop correct emission figures for peatland drainage. These figures provide guidance for policy development by UN FCCC.

Expected outcomes

In 2012, we aim for a situation in which:

- the REDD+ partnership will use a part of its finances to conserve and restore peatlands. The REDD+ partnership is a partnership between donor and recipient countries to invest in actions that reduce deforestation and their emissions. For their methodologies to measure impacts and identify opportunities, it uses the guidance developed under UN FCCC.
- Correct figures of the IPCC on peatland drainage indicate the real emissions that some countries have and show the real emissions that some products have in their life cycle, for instance the emissions caused by producing biofuels from crops on peatlands. These figures will argue for the importance of peat for inclusion in climate policies and, in itself, will make products, produced at the cost of peatlands, less attractive or even more expensive.
- Accounting for wetlands emissions or removals is included in the Kyoto Protocol. Already, we succeeded to get this into the draft Protocol. For 2012, we aim for this to get an official status.

Resource development

We will develop proposals and raise funds from Germany and Norway (BMU and NORAD respectively) to influence policy actions by the EU on peat lands as well as to influence industry standard and regulations.

Projects

Funded projects:

- Ecosystem Alliance
- PeatRus

Climate Adaptation

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

Our work on climate adaptation has two main angles; influencing government and enhancing community resilience to natural hazards as explained under Collective Target 10 below. We will influence government-led plans on climate adaptation and disaster risk reduction through advocacy at multiple scales. Globally we will reach out to the boards of the adaptation funds that are currently materialising within the framework of UNFCCC. We will collaborate with the Partnership for Environment and Disaster Risk Reduction (PEDRR) and our humanitarian partners (Red Cross, Care, Cordaid) to initiate dialogue with na-

tional risk reduction and climate change working groups, focusing on the target countries of the Partners for Resilience Alliance. Advocacy for ecosystem-inclusive adaptation will also take place in some of the Ecosystem Alliance countries, notably Argentina, Senegal and Kenya and as part of the Mangrove Capital programme in Indonesia. The latter programme that recently started, is directed towards improved management and restoration of mangrove forests as an effective strategy for ensuring resilience against natural hazards. Through regular exchange with the different partnerships and among our offices, we will ensure an integral approach to policy influencing.

Expected outcomes in 2012

- The Board of the Adaptation Fund and governance bodies of other emerging adaptation funds acknowledge the importance of the incorporation of sustainability safeguards in funding procedures.
- The Alliance partners on disaster risk reduction and climate change adaptation in the 9 countries Guatemala, Nicaragua, Kenya, Uganda, Mali, Ethiopia, India, Indonesia and the Philippines, acknowledge relevance of natural resources management as a key strategy for ensuring resilient communities.

Resource development

Advocacy will form an important part of all climate change adaptation and risk reduction programmes for which financing will be sought in 2012. See Collective Target 10 below for more details. Particular effort will be made to further upgrade and disseminate the climate change adaptation training program for that was developed under WLP.

Projects

Funded projects:

- Partners for Resilience
- Ecosystem Alliance
- Mangrove Capital

Project under negotiation:

- Great Green Wall

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

Under the Partners for Resilience programme, together with Red Cross, Cordaid, Care and local partner organisations, we will implement the second year of a five year risk reduction and climate change adaptation program, together with a large number of local communities. Wetlands International's role will be to incorporate an ecosystem and landscape dimension in this work, among others by implementing ecosystems management and restoration measures and promoting integrated water resources management approaches.

We will seek collaboration with knowledge institutes to establish a knowledge base that sheds additional light on the importance of natural resources management approaches for disaster risk reduction. Under the Mangrove Capital initiative with knowledge institutes and NGO partners we will bring together information on the role of mangroves in coastal protection, through applied research and literature reviews. Within the Partners for Resilience Programme we will continue to work towards the development of a joint vision

on the concept of resilience, where the role of ecosystems is fully acknowledged. This is accomplished through discussions within the country teams, and by implementing a globally co-ordinated training programme. It is expected that this exchange will contribute to a fundamental change of the way in which the alliance and its target groups (government partners, local communities) implement their risk reduction programs. Efforts will be made to ensure that outcomes of climate-related EU projects in Africa Afromaison and Dewfora, will feed into PfR advocacy work and inform activities at field level.

Expected outcomes in 2012

- Ecosystem-inclusive disaster risk reduction and climate change adaptation programs initiated in nine countries in Africa, Central America and Asia benefiting 420,000 people.
- Applied research and literature review on the role of mangroves in coastal protection initiated; new mangrove management approaches identified.

Resource development

Building upon the Partners for Resilience Programme, our national and regional offices will develop various project proposals which ensure extension of field work, advocacy and knowledge-base development. Our headquarters will play a facilitating, supporting and technical guidance role towards its offices network, both in the identification of potential donors and the development of new projects and proposals.

- A €175,000 project proposal will be developed with Care and submitted to the Humanitarian Innovation Fund (HIF) to test the Bio-rights approach in Central America.
- An opportunity exists to submit a proposal to the Climate and Development Knowledge Network (CDKN) focusing on applied research in South East Asia. This will contribute to our ambitions to develop a knowledge base that informs our risk reduction work
- Together with partners from the Ecosystem Alliance and PfR program, the Great Green Wall proposal, with a budget of EUR 20 million, is being developed. This is a five-year seed funding initiative that aims to trigger large-scale re-greening and sustainable land and water resources management across the Sahel. If endorsed by the Dutch postcode lottery, this program offers significant opportunities for additional resources development for the office network in Africa.

Projects

Funded projects:

- Partners for resilience
- Mangrove Capital

Projects under negotiation:

- Great Green Wall

3.5 GREENING THE ECONOMY

Collective target 11: In at least 5 cases changes or adjustments will be achieved in the design and / or delivery of major development schemes which threaten significant wetlands or water resources, so as to avoid or reduce impacts on biodiversity and livelihoods.

In the framework of our collaborative partnership with Shell, we aim to influence how major projects that will impact on wetlands are shaped and implemented, so as to establish and demonstrate new approaches that increase the sustainability performance of Shell.

Furthermore, in 2012, we plan to develop our network strategy to work collectively in relation to the issue of 'water grabs'. 'Water grabs' refers to the uncoordinated and increasing, inequitable acquisition of land for water resources in developing countries, especially for food and biofuel production and usually by foreign investors. As a result, wetlands are converted and local communities are facing reduced access to clean fresh water and traditional pasture lands.

Expected outcomes in 2012

- For the Majnoon oil field in Iraq, one of the major new projects of Shell, for which the footprint overlaps with high biodiversity areas like a Ramsar site and Important Bird Areas, a Biodiversity and Sustainable Livelihoods Action Plan (BSLAP) will be developed with our support. We will proactively engage in the Montreux process for the Hawizeh Marsh Ramsar site that overlaps with the Majnoon field, aiming to get that process going in 2012. We will provide input into decisions about project development stages ('concepts select' and 'basis for design') for upscaling of the Majnoon field operation as well as support for the development of the Environmental, Social and Health Impact Assessment (ESHIA) for seismic work and for the Full Field Development Phase. We will develop a strategy and action plan for environmental outreach and communication at community level, about the marshes and their ecosystem services. Although in principle agreed for 2012, the likelihood of achieving the above steps is dependant on the highly volatile situation in relation to safety, security and governance in Iraq. Several of the above components relate to work which is currently on hold, resulting in a low likelihood of success.
- For our work with Shell Canada in the Alberta Oilsands, the awareness of stakeholders on ecosystem functions, services and values will be raised through outreach workshops. Knowledge on potential impacts on and loss of those values will be mobilized and made accessible. Knowledge on best practice in avoiding, mitigating, compensating and restoring and knowledge on current practices will be mobilized. A list of existing regulations and conditions and limitations set at different levels will be produced. Stakeholder awareness is raised on potential impact on wetlands by oilsand operations, best practices and regulations; Lessons learned disseminated within shell and the oil and gas sector and a decision making scheme will be developed/ facilitated through an oilsand module of the Wetland Pre Impact Assessment Tool (WPIAT). This tool was developed with Shell in an earlier project.
- In Brunei, in collaboration with Brunei Shell Joint Venture (BSJV) between Brunei Shell Petroleum (BSP) and Brunei Liquefied Natural Gas (BLNG) we will initiate the development of a BSLAP to mitigate the actual impact and avoid further impact of the footprint of their onshore operation on biodiversity and ecosystem services. This will result in a status report on the current available information on biodiversity, hydrology, water quality data and socio-economic data of the project area, identifying major knowledge and information gaps in relation to the management of the site and with recommendations on further baseline biodiversity field assessments required on critical areas and biodiversity of hotspot area.
- As a tangible and (pre-defined) high priority part of that BSLAP, our project will develop effective communications plan for BSJV staff and contractors and other stakeholders on the need to prevent and control fire within and adjacent to the peat swamp forests in the project area. A pilot communication programme will be established. The end result will be communication plan for peat fire prevention in the Belait District to be introduced to BSJV staff and contractors as a pilot study for the duration of six months.
- Our work on "water grabs" will lead to a strategy for action, sharing knowledge and advocacy on this issue across the network and lead to some media outcomes. As part of this, case examples will be developed; both from and outside our own work. Good examples are:
 - our work to address irrigation schemes in order to maintain the water flows to the Malinese Inner Niger Delta,
 - our call for a proper water allocation for the Ewaso Ng'iro river in Northern Kenya and

- our efforts to address the sale and fencing off of the so far communally used Tana delta, also in Kenya.

These examples will be turned into a web-area (watergrab.org), press outreach and presentations at international events as listed above.

Resource Development

Our Shell Base work programme is specifically aimed at resource development. Under this programme, we will develop proposals with the aim to increase the sustainable performance of Shell and, ultimately, the wider oil and gas sector.

Projects

Funded projects:

- Ecosystem Alliance
- WASH Alliance
- Partners for Resilience
- RESTORE Project

Projects under negotiation:

- Oil Sands, Canada (Shell)
- Biodiversity and Sustainable Livelihoods Action Plan in Brunei (Shell)
- Biodiversity and Sustainable Livelihoods Action Plan in Majnoon, Iraq (Shell)

Target 12	Industry standards, regulations and community practices are improved for at least 3 production systems to prevent the loss of wetlands and their values, such as for water, climate regulation and biodiversity.
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Our efforts to influence industry standards, regulation and community practices will focus on the oil and gas sector, biofuels, palm oil, soy and peat trade. Our approach is to generate and mobilise relevant knowledge and feed this to other organisations for their lobby activities. We have worked successfully and intensively with Brussels based organisations such as Transport and Environment, the European Environmental Bureau, BirdLife International, Friends of the Earth Europe, GreenPeace and WWF, adding to their lobby activities on biofuels with our specific knowledge. In addition, we will continue our participation in the Round Table on Sustainable Palm Oil (RSPO) and its working groups on greenhouse gas and peatlands and will enter the Round Table on Soy. This participation provides us with a platform to influence the criteria set by these Round Tables directly. We combine this with a strategy to communicate globally and at strategic moments about our field level projects that provide examples that make our case for the need to green these sectors that impact on wetlands, such as the agri-biofuel production in Tana, Kenya, soy production in Argentina and oil sands in Canada. Specifically regarding palm oil, we will make clear to consumer companies that the RSPO - and the Indonesian and Malaysian palm oil standards GAPKI and MPOA - do not yet stand for sustainable palm oil.

Expected outcomes in 2012

- A joint publication between with the Biodiversity working group of the Arctic Council and the Ramsar Secretariat about the sensitivities of Arctic wetlands and sustainable operations of oil and gas in the Arctic. This publication is based on an Arctic Review we undertook in 2010 and 2011 which has mobilized knowledge on the issue. The publication will be established as a peer reviewed science base

(published as a book) for translation into operational guidance for IPIECA, the global oil and gas industry association for environmental and social issues.

- The EU applies criteria to exclude biofuels from support in the EU if indirect land use impacts add too significant emissions. In addition, standards in the EU truly exclude biofuels from any public support in the EU if produced at the cost of highly biodiverse and carbon dense wetlands, including peatlands.
- UN FCCC will put on the agenda the perverse incentive of climate policies supporting biofuels (with a large and unaccounted land use emission footprint).
- Awareness is raised on the benefits and threats of biofuel production and the needs for global sustainability standards for biofuels via a booklet with facts and bringing our issues in the media.
- The plantation and consumer product sector adapts criteria that exclude palm oil produced at the cost of peat swamps, their carbon and biodiversity.
- In Indonesia, the Moratorium on the conversion of forests and peat lands is extended and a foundation is laid for a complete ban of new concessions on peat.

Resource development

Our Shell Base work programme is specifically aimed at resource development. Under this programme, we will develop proposals with the aim to increase the sustainable performance of Shell and, ultimately, the wider oil and gas sector.

Projects

- Ecosystem Alliance
- Shell Partnership Arctic Review phase 2

4 COMMUNICATIONS

General communications

In 2012, we will finalise our Global Brand Strategy, with the help of an external consultant. The Global brand Strategy will enable us to:

1. Position the brand in the territory of both conservation and sustainable development
 - *correcting perceptions that Wetlands International is only concerned with conservation*
2. Differentiate the brand on the basis of both functional and emotional elements
 - *combining both the 'science' and the 'passion' which together can make the brand distinctive*
3. Use the brand to support the organisational development strategies agreed in Strategic Intent 2011-2020
 - *particularly in strengthening the active collaboration between offices*

The Global Brand Strategy will also be the final and necessary input for finalising the Global Communications Strategy.

Both the Global Brand Strategy and the Communications Strategy will guide us on a more globally consistent communications. This will have implications for our system of websites, advocacy work and all other offline and online communications.

The website will be greatly improved and updated in 2012 to make it more accessible and attractive to our stakeholders. In support of our resource development, we will improve the website for use by donors and members.

Main themes for our communications

Based on our new strategy and our portfolio of projects enabling our work, we will focus on a range of themes in order to meet our targets for 2015. We will organise our communications on certain thematic clusters. On these, we will develop online and offline products and aim for visibility.

See the respective chapters on the themes for the specific communications activities on that theme.

Wetland carbon issues. We continue our strong and successful work on getting attention for wetlands including peatlands in global policies and (donor) processes on climate change. The main areas are the REDD+ partnership, Blue carbon initiative (Mangroves), UNFCCC policies (REDD and post Kyoto) and IPCC guidance. Our aim is to improve the policies and guidance provided by these fora using our knowledge on wetland carbon and their restoration and our field experiences.

The issue of the loss of carbon rich wetlands also comes back in our work on Greening the Economy. Examples are our work in the RSPO on palm oil, the EU biofuels policy and our collaboration and dialogue with Shell for biofuels. We will mainly be working with our offices in Indonesia, Africa and Russia.

Water shortage. Our ambition is to show the increasing stress on water rich areas and water resources and its impact on access to water especially for poor people. A stress that will only increase due to climate change. A main focus is to show water shortage in sub-Saharan Africa, India and parts of South America as

a result of increasing and often unfair competition of wetlands and water resources. This process will be framed as 'Water Grabs'. The main task in 2012 is to develop the concept 'water grabs' and put it via media on agendas. At the longer term, we aim to improve policies and certification schemes with criteria to exclude the unfair competition for water. We will be working mainly with our offices in Africa, South Asia, Latin America and the Mediterranean office.

River management and wetlands. Regarding rivers we will promote using the natural water storage values of lakes, floodplains and other wetlands in order to reduce extremes in run-off (especially floods). We will aim to create a story line that provides us with a position regarding flood management; with the ability to connect our story to extreme events (linked to expected climate impacts). We will do this in collaboration with our offices in Africa, South Asia and Latin America.

Coastal resilience. Our experience in especially mangrove conservation and restoration and our starting work on science regarding mangroves increasingly forms a basis to promote the value of conserving and restoring coastal ecosystems. The arguments are resilience to weather (climate related) extremes and food related resilience.

The aim is to get our story on the role of mangroves communicated to those involved in relevant donors and (national) authorities. We will do this working mainly with our Africa, Indonesia and Latin America offices.

Greening the economy is a crosscutting theme. Using our knowledge, experience and views: getting attention for wetland-carbon and water issues in certification schemes and policies: RSPO (peat-palm oil), EU (Address indirect land use, implementation of certification), RTRS (implementation of wetland policy for soy). We will do this working mainly with the offices in Africa, Indonesia and Latin America.

5 INTERNAL ORGANISATION

Funding from the MAVA Foundation, the Shell partnership and the contribution from the Association make it possible to invest in improvements in the operational management of the organisation, to increase its effectiveness and efficiency. An Organisational Development Plan was developed based on a needs assessment of the entire network. The expected results of the implementation of the Organisational Development Plan for 2012 are:

- 1 Improved leadership and management of all offices
- 2 Global intranet is functioning; staff world wide are more satisfied with internal communication
- 3 Agreement and understanding of the Wetlands International knowledge base with necessary IT systems in place
- 4 Project and financial management system is functional, both re. IT systems, procedures and staff satisfaction
- 5 A donor database is in place for the network
- 6 Aggregated data on our achievements is collated through our global information system
- 7 Agreed Policies and improved practice involving all offices on: *gender, partnership, accountability, communication, resource development, monitoring and evaluation*
- 8 A Global Brand Strategy is agreed and the implications for all offices are communicated

The main activities to be undertaken in 2012 are:

- Two Senior Management Meetings of 1 week each, bringing together all Heads of Office, the Programme Management Team and Management Board of the organisation to participate in a programme focussing at the development of leadership skills, management skills, personal and interpersonal skills. These meetings will be combine the leadership development programme with a focus on the implementation of the Strategy, through joint strategising, exchange of experiences and learning.
- Coaching based on Personal Development Plans of the Heads of Office and Programme Management Team
- The improvement of the Wetlands International intranet for improved internal communications
- The implementation of a new ICT system with a focus on project and financial administration and a donor database.
- The further development and implementation of a planning and control system, with more explicit attention for reflection processes. The system includes the use of a risk register.
- Implementation of the Project Approval Framework that sets out the process of developing projects from the stage of conceptualisation to financing, contracting and then implementation. The framework ensures application of relevant organisational policies and identifies key risks the project may be running so that they can be managed. Training is foreseen to support the implementation in the organisation.
- The development of a Global Brand Strategy.

6 FOUNDATION WI BUDGET 2012

The next tables present the Annual Budget for 2012 [as approved by the Supervisory Council]. The budget is presented according to the Dutch accounting Guideline "RJ650" and therefore complies with the CBF¹ requirements. An indicative budget for the years 2013 - 2017 will be developed in the first quarter of 2012.

	Budget 2011	2012
REVENUE		
- Income from own fundraising (private & corporate)	2,050,000	4,848,393
- Income from third party fundraising	15,000	0
- Grants from governmental institutions	4,195,000	4,549,328
- Income from investments		
- Other income	55,000	25,000
Total revenue	6,315,000	9,422,721
EXPENSES		
Expenses on objectives		
- Local livelihoods		1,756,791
- Biodiversity		788,203
- Water		1,200,179
- Climate		1,354,634
- Greening the economy		3,262,025
		8,361,832
Costs of generating funds		
- Costs of own fundraising (private/corporate)		120,000
- Costs of obtaining government grants		200,000
		320,000
Management and administration		
- Costs of management and administration		740,889
Total expenses	6,315,000	9,422,721
Result	0	0
Percentages:		
- Percentage costs of own fundraising (costs of own fundraising in percentage of income own fundraising)		2.5%
- Percentage costs of management and administration (costs of management and administration in percentage of total expenses)		7.9%
- Percentage expenditure spent on objectives (expenses on objectives in percentage of total revenue)		88.7%

¹ The CBF seal is related to good governance of non-profit organisations in the Netherlands

7 ASSOCIATION WI BUDGET 2012

In February 2011 the General Members Meeting adopted the Strategic Intent 2011-2020 of Wetlands International, which sets out the vision and ambition of the organisation's work in the next decade. In 2012 the organisation will be in full implementation of the work identified to reach the collective targets defined for the years 2011-2015.

At the same General Members Meeting, the members agreed that the organisation would undertake a membership review to evaluate the current membership system and to identify some innovative ways of addressing challenges and opportunities in relation to the future of the value of Wetlands International for its members and partners. In these times in which many members face significant budget reductions, it is of crucial mutual importance to look at it again in the broadest sense and with an open mind. During 2012 the organisation will follow up on the findings from the membership review, as also presented at this meeting. It will be a real challenge for the Association to increase or even maintain its current membership and membership income for the years to come.

The Association's budget, similar to the past, is presented underneath. The 2012 budget is to be spent on the following items: the subsidy to the Foundation, representation costs for global events taking place in 2012 and the contribution to the reserves, both for the General Members Meeting and for the continuity reserve.

In Euro	Realisation 2010	Budget 2011	Budget 2012
REVENUE			
- Income from third party fundraising (NGO Membership)	17,412	17,000	17,000
- Grants from governmental institutions (Government Members)	428,065	453,000	430,000
- Other income	12,485		
Total revenue	457,962	470,000	447,000
EXPENSES			
Subsidy to the Foundation Wetlands International	360,000	300,000	277,000
Additional subsidy for representation General Members Meeting 2011		75,000	23,000
Other costs	267		
Total expenses	360,267	375,000	300,000
Result	97,695	95,000	147,000
Change in Members Meetings Reserve	25,000	-40,000	35,000
Change in continuity reserve	72,695	135,000	112,000
	97,695	95,000	147,000

Wetlands International

ANNEX 1: List of Projects 2012		Financial info 2012	General project info				Allocate % of total budget to Theme					
no.	Project name	total project income 2012	total project budget from donor(s)	project period	donor	% of funds to LIVELIHOODS	% of funds to BIODIVERSITY	% of funds to WATER	% of funds to CLIMATE	% of funds to GREENING ECON	Global	Regional offices in which project is implemented
INCOME FROM OWN FUNDRAISING												
	Mangrove Capital	350,000	650,000	Sep 2011- Aug 2014	Adessium	30	10		30	30		Indonesia
	<i>To advance the improved management and restoration of mangrove forests as an effective strategy for ensuring resilience against natural hazards and as a basis for economic prosperity in coastal areas in Indonesia.</i>											
	Shell partnership		4,300,000	Jan 2008 - Dec 2012	Shell							Russia, Senegal, Indonesia, India
	<i>Enhance the conservation and sustainable use of wetlands by Shell and its affiliates. Strengthen the capacity of Wetlands International through building in-house business skills and sharing knowledge in the communication, HR and finance disciplines.</i>											
	Base Work Programme	800,000	4,300,000	Jan 2008 - Dec 2012	Shell	10	10	10	10	60	x	
	Shell L2/L3 projects											
	Niger Delta SLBP	754,857	1866977	Jun 2011 - Dec 2014	Shell	50	50					Senegal
	Oil sands, Alberta	526,000	658,647	July 2011 - Dec 2012	Shell					100		
	Brunei BAP	917,536	1,232,542	Jan 2012 - Dec 2013	Shell					100		Indonesia, Malaysia
	Arctic Review 2	100,000			Shell					100		Russia
	Majnoon, Iraq	436,000								100		
	Peatland ecosystem rehabilitation for climate change mitigation	514,000	1,397,599	April 2010 - March 2012	Anonymous donor	25		25		50		Indonesia
	<i>Peatland ecosystem restoration concessions are established. This is based on community involvement and supported by long term funding from CO2 emissions reductions.</i>											
1227	Organisational Development of Wetlands International	450,000	720,250	Aug 2010 - July 2012	MAVA Foundation	20	20	20	20	20		
	<i>Enhancing the organisational effectiveness and efficiency of Wetlands International</i>											
GOVERNMENTAL SUBSIDIES												
1231	Partners for Resilience (MFSII)	1,200,000		Jan 2011 - Dec 2015	DGIS	30		20	50			Panama, Mali, Kenya, Indonesia
	<i>Alliance program led by Red Cross in collaboration with CARE, Cordaid and Climate Centre on climate smart ecosystem based disaster risk reduction, to increase community resilience in 9 countries in Africa, Asia and Latin America</i>											
1232	Ecosystem Alliance (MFSII)	1,271,750	6,358,750	Jan 2011 - Dec 2015	DGIS / IUCN-NL	30		20	30	20		Argentina, Senegal, Kenya, Indonesia
	<i>Alliance programme with IUCN-NL and BothEnds "To improve the livelihoods of the poor and create an inclusive economy, through participatory and responsible management of ecosystem"</i>											
1233	WASH Alliance (MFSII)	169,200	742,000	Jan 2011 - Dec 2015	RAIN Foundation			100			x	Mali, Kenya, India
	<i>Alliance Programme of WASH organisations led by Simavi to supports civil society organizations in 8 countries in Africa and Asia in implementing programs that improve sustainable access to safe drinking water, sanitation and hygiene. As thematic partner,</i>											
NL116	Engage civil society in water management	33,000	671,865	April 2007 - March 2012	CIDA			100				Mediterranean
	<i>Building the capacities of civil society in Tunisia, Morocco and Jordan to dialogue with their governments about improved water and wetlands management.</i>											
1237	Afromaison	52,550	210,200	March 2011- Feb 2014	EU FP7	100					x	Mali
	<i>Development of decision-support tools for local communities in the Inner Niger Delta, Mali</i>											
1234	Dewfora	23,634			EU		50	50			x	Mali
	<i>Research project focused on climate change forecasting and strengthening preparedness to droughts to improve food security and human welfare in the Niger Basin and Inner Niger Delta</i>											

Wetlands International

List of Projects 2012

proj no.	Project name	total project income 2012	total project budget from donor(s)	project period	donor	Allocate % of total budget to Theme				Global	Regional offices in which projects implemented	
						% of funds to LIVELIHOODS	% of funds to BIODIVERSITY	% of funds to WATER	% of funds to CLIMATE			
1235	IWC <i>Strengthening of the IWC database development and management</i>	100,000	100,000	2012	IS		100				x	
1248	Waterbird Population Estimates V <i>Development and launch of WPEV at the Ramsar COP</i>	20,000	20,000	2012	Ramsar Secretariat		100				x	
1226	RESTORE EU <i>Engaging, supporting and transferring knowledge for restoration of rivers in Europe</i>	57,694	28,000	Sept 2010 - August 2011	EU life		100					
3rd PARTY INCOME												
1224	We are the World / Community based nature conservation in the Inner Niger Delta <i>Community based nature conservation inner Niger Delta</i>	70,000	300,000	June 2010 - June 2013	IUCN NL	40	50	10				Senegal
NEW	IWC: Regional Coordination Partnership development, network development, and representation, resource development and capacity building for the IWC	25,000	25,000	2012	Ministry of Environment		100				x	
	Ramsar Site Information System <i>Maintenance of the RSIS and development of additional tools to facilitate the designation of new Ramsar sites and monitoring of existing sites.</i>	149,500	175,000 SFR		Ramsar Secretariat		100				x	
1246	Restoring Peatlands in Russia. Restoration and sustainable management of degraded peatlands in Russia.	1,200,000		Jul 2011 - Jul 2015	KFW	25	25	50				
Pipeline projects - submitted												
	Great Green Wall <i>Combating desertification of the Sahel using sustainable methods in partnership with Red Cross, Cordaid, CARE, Both ENDS and NOOR Photography, partners in Africa. Result: Fertile soil, sufficient water for everybody and food for millions.</i>				NPL							
	Postcode Lottery beneficiary <i>Application was made to become a multi-annual beneficiary. Decision expected in February.</i>		700,000		NPL							
	RHP Responsible Peat <i>Development of peat-based growing media certification for Dutch and European peat industry</i>		5,000		RHP							
	Humanitarian Innovation Fund <i>Support bio-rights implementation in Guatemala</i>		175,000		DFID/HIF							
	CDKN <i>Applied research for knowledge base on DRR</i>				CDKN							
	Impact 2C <i>Effect of 2°C temperature change on multiple sectors in Europe & Mali</i>										x	Mali

Colofon

Wetlands International
P.O. Box 471
6700 AL Wageningen
The Netherlands

Telephone: +31 (0) 318 660 910
Telefax: +31 (0) 318 660 950
Email: post@wetlands.org
Website: www.wetlands.org

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