

## Accountability Statement

### Management and supervision

The global network organisation Wetlands International consists of offices in 18 countries worldwide that are linked by Agreement regarding the implementation of the overarching Strategic Intent as well as by adherence to a joint set of policies and operational standards including the use of the name and logo. Most offices work at regional or national level, but the foundation, 'Stichting Wetlands International', in the Netherlands has a global role of guidance and support to these offices in the network. The Association, 'Vereniging Wetlands International', enables governmental and non-governmental membership to the organisation and determines the long-term strategy of the organisation, which is implemented by all offices.

The Foundation Wetlands International complies with the principles of management; supervision and accountability as laid out by the 'Code Wijffels', that describes good governance of charities in the Netherlands. The Statutes of 'Stichting Wetlands International' specify that its executive management and the supervision thereof are in the hands of the Management Board and the Supervisory Council, respectively. Because of the combination of the following factors, 'Stichting Wetlands International' and the 'Vereniging Wetlands International' are considered a Group in financial-administrative sense:

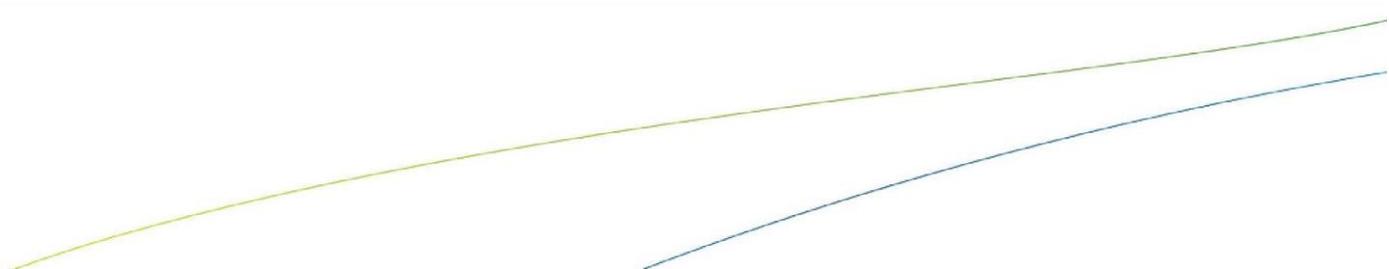
- members of the Supervisory Council are selected by the Supervisory Council itself. They are appointed for a three year period and can be reappointed twice at most.
- members of the Supervisory Council of the Foundation are also members of the Board of the Association, and as such appointed by the Association's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

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

The Management Board comprises of the Chief Executive Officer and the Chief Operations Officer, for whom the profiles are determined by the SC. Their term is defined by their individual employment contracts.

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

The Supervisory Council exerts its supervision mainly through three routes. Firstly by discussing and approving important decisions of the Management Board as specified in the Statutes, such as the Annual Plan and Budget. Secondly, by monitoring progress and developments in the work of



'Stichting Wetlands International' on the basis of biannual and specific reports by the Management Board. And thirdly through the annual performance assessment of the Management Board.

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

The Supervisory Council annually assesses its own performance.

#### Optimal use of resources to realize the objectives of 'Stichting Wetlands International' effectively and efficiently

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

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

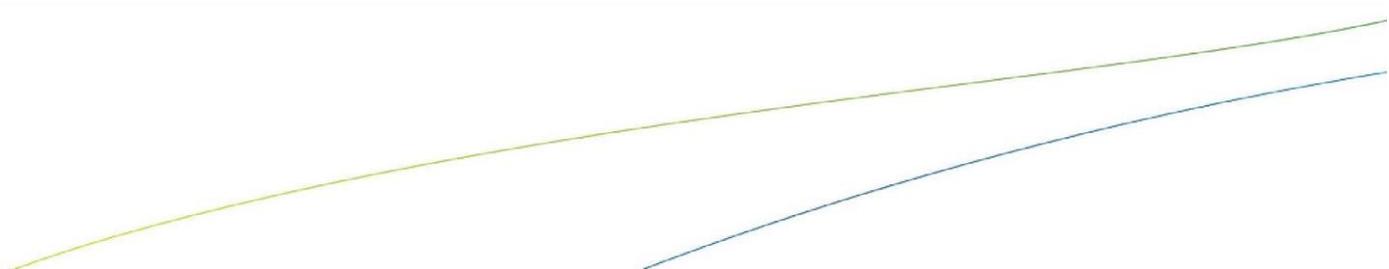
Implementation of the Strategic Intent happens by means of projects that vary in lengths from less than 1 year to up to 5 years. Each project contributes to one or several collective targets of the Strategic Intent. Project proposal development is an ongoing activity of the technical staff. Proposals are accepted on the basis of content and viability by the Management Board before funding is sought from donors.

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

#### Optimal relationships with interested parties

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

- the national Wetlands International offices
- the members of the Association
- donor organisations
- a network of experts
- partner organisations
- beneficiaries of its project



Wetlands International does the utmost to ensure that the information it provides is true and reliable. Wetlands International external communications are guided by its communications policy. Overall the organization ensures that essential information regarding its functioning, such as the Strategic Intent, annual plans and annual reports are available on the website ([www.wetlands.org](http://www.wetlands.org)). Members are specifically informed through the annual members meeting and are regularly provided with progress updates and publications. Donors, partners and project beneficiaries are mainly informed as specified and needed within projects. The partnership policy stipulates how relationships are managed. Wetlands International considers as partnerships relationships where it works with the partner organisation(s) on the basis of equity to achieve jointly formulated objectives, with distinct contributions from each partner. Partnerships with the corporate sector are guided by a Steering Committee in which senior management of both organisations participate. At least once a year, all Heads of the global network of Wetlands International offices come together for a week to discuss progress towards the goal of the Strategic Intent as well as the effective functioning of the global organisation. Besides this, online surveys are used to gather input from staff throughout the global network on a variety of issues.

In general, publications are made available electronically for free on the website. The communications department ensures the relevance, accessibility and readability of information through the website. The organization has established an official complaints procedure, which is available on the website. There is also a general email address [info@wetlands.org](mailto:info@wetlands.org), handled by the support team, who distribute incoming messages, for handling by relevant staff.

## Colophon

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

Telephone number: +31 (0) 318 660 910  
Telefax: +31 (0) 318 660 950  
Email: [post@wetlands.org](mailto:post@wetlands.org)  
Website: [www.wetlands.org](http://www.wetlands.org)

Document: Accountability Statement  
Author: Josje Reinartz, Chief Operations Officer  
Version: 2.0

Created:  
Modified: 19 July 2012  
Available at: [wetlands.org](http://wetlands.org) and in Annual Report  
Original language: English

