



Wetlands International

Annual Review and Accounts 2014



Wetlands
INTERNATIONAL

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Acronyms

BSJV	Brunei Shell Joint Venture
CBF	Central Bureau for Fundraising
CEO	Chief Executive Officer
CO₂	Carbon Dioxide
CT	Collective target
DRR	Disaster Risk Reduction
EA	Ecosystem Alliance
EU	European Union
Ha	Hectare
ILUC	indirect land use change emissions
IUCN	International Union for the conservation of nature
IWC	International Waterbird Census
IWRB	International Wetland Research Bureau
m³	cubic meters
MoU	Memorandum of understanding
Mt	Megatonne
NGO	Non-Governmental Organisation
NPL	Nationale Postcode Loterij
OPIDIN	Inner Niger Delta flood prediction tool
PEDRR	Partnership for Environment and Disaster Risk Reduction
PfR	Partners for Resilience Alliance
REDD	Reducing Emissions from Deforestation and Forest Degradation in Developing Countries
RPP	Responsibly Produced Peat Foundation
TEEB	The Economics of Ecosystems and Biodiversity
UN	United Nations
UNEP	United Nations Environmental Program
UNFCCC	United Nations Framework Convention on Climate Change
WASH	Water supply, sanitation and hygiene

From the CEO

We started 2014 with a special celebratory evening event in The Hague, linked with World Wetlands Day, at which we engaged many partners from the science, NGO, government and corporate worlds and launched our new logo. I interviewed a number of our partners “*from the floor*” and they told why and how they found it valuable and important to work with Wetlands International. The comments demonstrated the growing recognition of the role of wetlands in safeguarding water supplies and regulating floods and droughts, as well as in conserving biodiversity. The importance of Wetlands International as a trusted, knowledgeable organisation and broker of novel partnerships was emphasized.

Early in 2014 we confirmed and rolled out the new visual identity and brand strategy across the whole organization. These final products and guidelines emerged from a detailed review of market research, professional advice and extensive internal consultation and recent interviews with key external stakeholders. The internal and external response to the refreshed brand and logo has been very positive, influencing our behaviour as well as providing us with greater visibility and underlining our relevance, fitting for the role we need to play.

We commenced consultations for our Strategic Intent (2015-2025) in all regions in early 2014. This culminated in another major event in the Netherlands, this time in Rotterdam in September 2014 – Wetland Solutions for Water, People and Nature – including a Stakeholder Forum, inputs from keynote speakers on environment, development, climate and water challenges, regional round tables and the Global Members Meeting. These intensive stakeholder engagements during 2014 provided the basis for refining our Strategic Intent, so that it could “*go live*” in early 2015 with strong buy-in from our network. In working on the Strategy we made our “*brand promise*” central and gave stronger attention to making it communicable and attractive to our stakeholders.

As a basis for the new Strategy we evaluated our progress against the Targets we set for 2011 – 2015. In this document you can find a summary of achievements after four years as well as for 2014. We already reached five out of twelve Targets and the intended results for most of the others are in preparation. While most real outcomes take decades, we made several “*breakthroughs*” during 2014, where in particular the results of small scale pilot projects demonstrated the potential for a much larger impact and paved the way for advocacy for changed policies and investments. Examples include helping mangroves to recover along Java’s highly eroding coasts through novel, nature-based engineering; restoring drinking water supplies in Uganda through improved wetland management and demonstrating to Shell how their



“*footprint*” on the peatswamp forests in Brunei could be reduced through re-wetting of degraded areas. It is also clear from this Achievements overview that the most distinct gaps were in the field of biodiversity. For this reason and also on the advice of many stakeholders, we decided to make wetland biodiversity a stronger and more fundamental focus of our new Strategy. The newly established Waterbird Monitoring Partnership for the Africa-Eurasian flyway and the emerging influence of our European Association of NGOs, that has a big focus on wetland species and rivers, are two promising mechanisms that will help to boost our biodiversity programmes.

Review from the Supervisory Council and Board of Association

The year 2014 saw the re-setting of the organisation's strategic outlook and goals for the coming ten years, involving close consultation with stakeholders in all regions. Major programmes were implemented and in some cases renewed, bringing achievements and insights which are at the cutting edge of connecting wetlands into sustainable development. Tangible highlights include the development of a 'Building with Nature' partnership and pilot project to protect eroded mangrove coasts in Indonesia; the establishment of our European Association of NGOs which informed policy processes in Brussels, the launch of a refreshed brand and visual identity and the celebration of 60 years as Wetlands International. Throughout the year much effort and attention was also given to being successfully selected as strategic partner of the Dutch Ministry of Foreign Affairs for 2016 – 2020, to use our combined expertise and networks to promote environmentally sound policies and investments in disaster risk reduction, climate change adaptation and water services (WASH) in southern countries.

In February, the Council participated in the celebration of World Wetlands Day at an evening reception organised by Wetlands International in The Hague, on which occasion the diverse and distinguished guests were invited to 'explore the staggering potential of wetlands to address water, climate, natural hazards and other challenges'. The event demonstrated the relevance of Wetlands International's work to a wide array of development and environmental challenges and the growing strength of our partnerships, especially in the private sector.

During 2014, the Supervisory Council convened twice. The meetings were attended by the Management Board and the Secretary. In June the Supervisory Council held its meeting at Chilika Lake, the largest coastal lagoon in Odisha, India. During an excursion the Council and Management Board learned about projects around the lake with a delegation of the Wetlands International India staff, representatives from the local communities and authorities. In November, the Council held its second meeting of the year at the Tour du Valat estate in the Camargue (France), where the IWRB, the precursor of Wetlands International, originated. The Association's tri-annual General Members Meeting was held in September at the WTC Rotterdam; this meeting was preceded by a Global Stakeholders Forum and a celebratory evening reception.

During these events, the Council members had the opportunity to engage with the wide range of Wetlands International members, supporters and enthusiasts. The Council was impressed by the great work and support of the Wetlands International staff both at its Head Office and in the network offices.

The Supervisory Council's activities during the year were primarily involved with the execution of its supervisory role. In addition, the Chair and other members of the Supervisory Council served as a sounding board for the Management Board. Particular attention was paid to improving the financial robustness and control of the organisation and to the strategy and future growth opportunities.

In its capacity as the CEO's employer, the Council evaluated the CEO's performance during the year. The Supervisory Council discussed the annual accounts for 2013 and the annual plan for 2015. Following additional action and clarification of findings by the external auditor, the Council/Board approved the accounts and the 2015 Plan.

2014 saw the arrival and appointment of Dr Eliot Taylor as a new member of the Supervisory Council/Board of Association.

Composition

The Supervisory Council and the Board of Association consist of seven members. In accordance with the established profile, the members come from diverse backgrounds in order to provide the Council and Board with the range of expertise, experience and diversity necessary to fulfil their duties. The members are appointed in their capacity as individuals, not as representatives of other entities.

In accordance with the guidelines of the Dutch Central Bureau on Fundraising (CBF) and the Dutch Good Governance Code for Charities and Cultural Organisations ("*Code Wijffels*"), we have established that during 2014 none of the individual Council members held primary or additional occupations that could have given rise to conflicts of interest with their supervisory role with regard to Wetlands International.

For the Council's/Board's composition and scheme of resignation as of 31 December 2014 please refer to the overview on page 55.

In 2014 the Supervisory Council assessed and discussed its own performance, as is required annually.

On behalf of the Supervisory Council, I would like to thank the Management Board and all of Wetlands International employees for their continued hard work towards Wetlands International's objective of safeguarding and restoring wetlands for people and nature. We look forward to continuing the progress and achieving the milestones set during 2015.

Ede, May 2015

For the Supervisory Council/Board of Association

Jan Ernst de Groot, Chair

Strategy of Wetlands International

The goal of Wetlands International is that:

"Wetlands are wisely used and restored for the role they play in improving human well-being and local livelihoods, conserving biodiversity, sustaining the water cycle and reducing climate change and its impacts."

Wetlands International, as a specialist institution, makes a unique contribution towards achieving our goal. However it is clear that this requires the support and engagement of many other actors as well as innovative approaches that can bring about lasting and timely results.

To this end we seek to bring together expertise from different disciplines in development and the environment to secure wetlands and the ecosystem services they provide. For example when wetlands are restored to reduce greenhouse gas emissions, the location and design of interventions should also maximise the benefits for biodiversity and local livelihoods and ensure the hydrological integrity of the wetland system. When these are set as joint objectives from the outset, then wetland management can be truly sustainable.

Linked to our over-arching goal statement, we have developed a number of long-term goals for protecting and enhancing key wetland ecosystem services. For these goals, we have Collective Targets, which will guide the work of the Wetlands International network over five years, 2011 – 2015.

These Collective Targets have emerged from regional and global analyses of the conditions of wetlands, ongoing trends, specific threats and opportunities in the coming years, together with a consideration of our past achievements, current and potential partnerships and specific niche. These were developed through a participative process with our stakeholders in each region of the world and globally.

These goals and Collective Targets are documented in the Strategic Intent 2011 – 2020. Additionally, we set out the main strategies for achieving our goals and targets. Four main 'ways of working' were defined – characterising a distinct approach that makes us effective and defines our organisational niche:

- Mobilising the best available expertise and knowledge
- Raising awareness of the critical issues
- Enabling society to take action
- Influencing policies and practices

Regional strategies were also developed to enable a different emphasis and focus according to the particular threats and opportunities in different parts of the world. In 2011 many projects and initiatives were in progress to address the specific outcomes set out in the Collective Targets. At the same time, we started to form inter-office teams so we can better coordinate and collaborate across the network and achieve greater synergies.

Finally, our organisational and financial targets for the period of the strategy were defined.



Themes and Collective targets

1. Theme-Sustainable livelihoods

Collective Target 1

"Wise use and restoration of 20 wetlands is linked with the development of sustainable livelihoods, resulting in a strengthened asset base for at least 200.000 people."

2. Theme-Biodiversity

Collective Target 2

"Species-oriented and ecological network initiatives result in improved status of selected wetland biodiversity groups, including waterbirds and freshwater fish."

Collective Target 3

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

Collective Target 4

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

3. Theme-Water

Collective Target 5

"In five major basins implementation of water resource management plans safeguard and restore the role that wetlands play in water supply and regulation."

Collective Target 6

"Ecologically sustainable drinking water and sanitation programmes are implemented in the country programmes of five WASH initiatives, resulting in improved ecological status of wetlands."

4. Theme-Climate

Collective Target 7

"At least 100 Mt of CO₂ emissions avoided by conserving and restoring wetlands."

Collective Target 8

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

Collective Target 9

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

Collective Target 10

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

5. Theme-Greening the Economy

Collective Target 11

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

Collective Target 12

"Industry standards, regulations and community practices are improved for at least three production systems to prevent the loss of wetlands and their values, such as for water, climate regulation and biodiversity."

Achievements

 achieved
  achieved (indirect)
  preparations ready
  not achieved

The table below presents an overview of what we achieved during the period 2011 – 2014 towards our 5 year collective targets. This is followed by more detailed information on our achievements in 2014.

Our Collective Targets	Our Achievements
<p>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</p>	<p> We estimate that since 2011, our projects have been instrumental in directly improving the livelihoods of more than 64,000 people, 24,000 of which in 2014. We achieved this through improved management of 9 major wetlands in West Africa, South and South-east Asia and Argentina. Our work to influence land and water use through influencing policies and practices (reported under many other Targets) has indirectly benefitted the livelihoods of over 450,000 people.</p>
<p>2. Species oriented and ecological network initiatives result in improved status of selected wetland biodiversity groups, including waterbirds and freshwater fish</p>	<p> Our work resulted in the improved conservation status of waterbirds and manatees at a number of key sites. The waterbird flyway initiative, "Arctic to Africa" will result in improved status of waterbird populations in some key sites in Russia and West Africa over the coming years and this approach has potential for replication and upscaling elsewhere. Ecological network initiatives for freshwater fish are under development, including to conserve the European eel linked with river restoration.</p>
<p>3. The status of wetland biodiversity is improved in at least 10 globally significant wetland ecoregions</p>	<p> We achieved some significant intermediate steps towards this target, for example in the Senegal, Inner Niger and Tana deltas in Africa, the Mahanadi delta in India and the Parana delta in Argentina. Measurable achievements for improved biodiversity status at an eco-regional scale can take decades. Our continued focus in a limited number of wetland ecoregions will maximise our potential for impact.</p>
<p>4. Decisions for the conservation and management of waterbird populations and wetlands on which they depend are influenced by timely analyses</p>	<p> Over this period, there was a step change improvement in our results in terms of provision of waterbird population analyses in the Africa-Eurasian flyway and in boosting capacity development for waterbird conservation in West Africa. In 2014, under the lead of Wetlands International, a global programme of work, including mobilisation and analysis of flyway data was agreed. This is an important step towards better flyway collaboration and decision making by governments and other stakeholders worldwide.</p>
<p>5. In 5 major basins implementation of water resource management plans safeguard and restore the role that wetlands play in water supply and regulation</p>	<p> In 7 major basins in Africa, Latin America and South Asia we have been successful at developing and influencing development plans and water resource management plans which have or will result in new investments in conserving and restoring the hydrological connectivity of wetlands. We enabled steps towards such achievements in 3 more basins in the South and East Mediterranean. In 2014, we consolidated what we started in the years before.</p>
<p>6. Ecologically sustainable drinking water and sanitation programmes are implemented in 5 WASH initiatives, resulting in improved ecological status of wetlands</p>	<p> We made good progress towards this target, and improved the design of WASH provision in relation to key wetlands, demonstrating the benefits of an ecosystem-approach to increase sustainability. In 2014, this resulted a commitment of the Ministry of Water and Environment in Uganda to replicate the approach nationally.</p>

Our Collective Targets

Our Achievements

7. At least 100 Mt of CO₂ emissions avoided by conserving and restoring wetlands



We managed to ensure that the key building blocks for large scale emission reduction from peatlands worldwide are now in place. The commencement of large-scale peatland restoration programmes in Indonesia and Russia with our technical support are starting to show results and will stimulate further large-scale investments. Our efforts have resulted in major policy change in Indonesia and public commitments from the global oil palm sector and South East Asian pulp-for-paper sector to avoid peatlands in new plantation developments and review existing drainage practices.

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



We reached our target. Wetlands International was the first and foremost advocate of peatland development and land-use related CO₂ emissions issues in UNFCCC policy processes. This ensured that (peat) soil carbon has to be taken into full account in REDD+ projects. We successfully lobbied for a new accounting/reporting category under Land Use, Land Use Change and Forestry for Wetland Conservation and Drainage. We advocated for mechanisms to address peatland rewetting and conservation.

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



We demonstrated the effectiveness of an ecosystem-based approach to Disaster Risk Reduction (DRR) – and the need for investments in wetlands as part of the solution to reduce vulnerability to natural hazards. Our work triggered new investments in wetland conservation and restoration in Indonesia, India and Mali. Senegal and Guatemala are well on the way to commit to investing in wetlands for DRR. In 2014, we influenced the post 2015 framework for DRR (Sendai Framework) to recognise the role of wetland ecosystems to reduce disaster risk and for integrating livelihood resilience and natural resource management in DRR approaches.

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



We reached our target to increase community resilience in the catchment of 10 significant wetlands, working in 9 countries. In 2014 we built on this work and shared our technical knowledge and experience to enable replication and upscaling within the catchments.

11. In at least 5 cases changes will be achieved in the design and/or delivery of major development schemes which threaten significant wetlands or water resources, their biodiversity and livelihoods



We reached our target. Over this period we influenced plans and triggered adjustments to major development schemes that impact on wetlands in Mali, Argentina, China and India. In 2014, we additionally influenced an oil and gas scheme in Uganda. Steps were taken to influence schemes in Canada and Senegal. We made progress through industry partnerships in bringing influence to a sector level (oil and gas, water engineering).

12. Industry standards, regulations and community practices are improved for at least 3 production systems to prevent the loss of wetlands and their values



We reached our target. Over this period we focused our efforts on the palm oil, soy, peat and biofuels trade chains and influenced the commitment of Shell to its No Net Loss policy. We made good progress in achieving new industry standards for palm oil, a certification system for the European peat industry and bringing wetland-specific issues into the soy industry standard processes. In 2014, we endorsed the Global Paper Vision demanding a reduction in paper use and environmentally friendly production.

Amongst our many achievements last year we feature the highlights below. While some of the outcomes are the realisation of many years of investment, others are steps towards significant future outcomes.

Collective Target 1

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

Through our efforts in 2014, an additional 20,000 people strengthened their asset base.

- In northeast India, Mahanadi delta and Gandak-Kosi floodplains, we rejuvenated 22 canals and 30 water ponds to improve water availability and prevent floods. With increased water availability for irrigation and improved agricultural knowledge, 184 villages witnessed a significant increase in their crop productivity.
- In the Mahanadi Delta and Gandak-Kosi floodplains, through our efforts a total of 2,306 families received increased access to risk transfer mechanisms such as life, crop and health insurance policies.
- In the Inner Niger Delta of Mali, 1,038 women in 12 villages benefited from increased income and food availability with vegetable gardens financed by our microcredits and the construction of a dike to protect against recurrent seasonal rainwater runoff.
- In the Nusa Tenggara Timur province of Indonesia, an additional 5,900 villagers benefited from improved livelihoods and increased income through our support for the restoration of mangrove forests and improved water availability for irrigation using the 3R approach (Recharge, Retention & Reuse). Villagers received microcredits and trainings on sustainable agriculture to diversify their sources of income.
- Around 2,000 people in Gambia, Senegal and Guinea Bissau improved their income and nutrition through our microcredit schemes that enabled vegetable gardening, oyster farming, the production of solar salt, honey, milk, gum and cattle fattening. In return, villagers carried out ecological and ornithological monitoring and reforested 80 hectares of mangroves. While professional microfinance institutions managed the credits, we supported the mangrove restoration and conservation through training and support.
- In South East Johor, Malaysia, we connected mangrove conservation to livelihood improvements in the community in Tanjung Belungkor. They now understand how to set up mangrove nurseries using local species and the interrelationship between the mangroves and their livelihoods. We convinced the tourism board of the importance of mangrove conservation and the possibilities of mangrove-related eco-tourism.

Collective Target 2

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

- In the Senegal Delta, we led the effort to remove invasive Typha from over 1000 hectares of overgrown channels in Djoudj National Park, leading to the restoration of crucial habitat for dozens of species of waterbirds.
- Together with the Wildfowl and Wetlands Trust and the Secretariat of the African-Eurasian Waterbird Agreement, we drafted a new action plan to reverse the decline of the Long-tailed Duck, including a list of conservation measures closely linked to EU policies related to the marine environment.
- In China, the number of Wetland Schools steadily increased to 19, with two new schools joining the network. At the schools, pupils learn how to value and take care of the wetlands in their immediate environment. Teacher capacity was enhanced through a training and exchange event on wetland education.
- We influenced the results of India's National Biodiversity Targets, as a member of the technical review committee constituted by the Ministry of Environment, Forests and Climate Change. Wetlands are mentioned in 3 of the 12 targets, which will have significant influence on investment for conservation of natural resources.
- The results of our survey of Odonata (dragonflies and damselflies) in the peatlands of Central Kalimantan, Indonesia in 2012 were published (Dow and Silvius 2014). 54 Species of Odonata were found, including 12 that had not been recorded in Central Kalimantan previously, and of these 4 are completely new to science.
- We contributed to local workshops and a National Symposium in Japan urging the review of a planned route for a high-speed train that threatens the integrity of the Nakaikemi- shicchi peatland. We held high level meetings with the local government and national Ministry of Environment to recommend an investigation of alternative routes that would avoid impacting this important peatland and Ramsar site.
- We supported the development of a wetlands habitat management plan for the Sanhuanpao Wetlands Nature Reserve Management Authority in Heilongjiang, China. The local staff capacity has been greatly improved so that they have the capacity to monitor waterbirds and use GIS (Geographic Information System) to restore and manage the wetlands.

Collective Target 3

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

- We trained site managers and local government officials in both the Senegal Delta (Senegal and Mauritania) and Northwest Russia in long term wetland conservation planning and management. Managers are now better able to manage these wetlands for the long term survival of target species.
- We are providing technical support to the Yellow River Wetlands Conservation Network that was established to protect and restore the wetlands in the Yellow River catchment. It strengthens cooperation among the different upstream and downstream stakeholders to share information and work together to control and prevent water pollution, promote the wise use of wetlands and increase public awareness.
- In consultation with stakeholders in the Gangetic floodplains of Bihar, India, we drafted an integrated management plan that will make a significant step towards wetland management through the creation of the Bihar Wetland Development Authority.
- Under The Economics of Ecosystems and Biodiversity (TEEB)-India initiative, we launched innovative pilot projects to assess the economic contributions made by wetland ecosystem services at seven sites. The results will be used to improve the effectiveness of the national programme for wetland conservation in India.

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.

- The CMS (Convention on Migratory Species) Flyways Working Group that we chaired developed a new integrated global *Programme of Work on Migratory Birds and Flyways 2014-2023*. This Programme, for the first time ever, sets the global agenda of priorities for conservation of migratory waterbirds and other birds and their habitats across all global flyways.
- In Russia, we led four surveys that provided valuable ornithological data to support the designation of a regionally protected park in Nenets Autonomous Okrug, one of the most important breeding areas for waterbirds in the European Arctic.
- We renewed efforts to strengthen waterbird monitoring in Asia, with 24 countries participating in the Asian Waterbird Census, now covering the larger part of Asia. Significant updates of count data from the last seven years will make important contributions to major international publications, such as the Waterbird Population Estimates 6th edition.

- In the African-Western Eurasian region, we worked with partners to conduct the first ever synchronised waterbird counts along all the major wetland sites of the East Atlantic flyway and Western Asia. The surveys revealed worrying declines for many species both across their range and within sites, but also identified several sites with significant numbers of waterbirds.
- Waterbirds count data produced by our Neotropical Waterbird Census contributed to key national conservation plans and strategies within South America.

Collective Target 5

In five major basins, implementation of water resource management plans safeguard and restore the role that wetlands play in water supply and regulation.

- The flood prediction tool OPIDIN that we developed with partners in 2007 was improved by combining meteorological and hydrological data with an earlier and more accurate prediction of rainfall. This allowed for a significant increase in the number of beneficiaries, mainly rice farmers (which represent 40% of the 1.5 million inhabitants of the Inner Niger Delta in Mali). An evaluation of the use of the tool, disseminated predominantly by radio, revealed the need to expand dissemination with the use of mobile phones.
- We supported the emergence of a national Water Users Committee CMU, representing over 7,000 farmers organisations along the Niger Basin in Mali. Three main World Bank projects in the Upper Niger and the Inner Niger Delta risk negatively affecting local communities and biodiversity in the area. With the CMU, we contributed to the feasibility studies related to the Fomi Dam on the Upper Niger river and advocated for sufficient downstream water flows to maintain a healthy Inner Niger Delta.
- 85% of the water flows into the Mahanadi Delta, India are controlled by the Hirakud Reservoir. In partnership with the Chilika Development Authority, we supported the constitution of a State Wetland Authority in Odisha to bring the management of all wetlands into one single institution, thereby significantly upscaling our engagement in the Delta with an opportunity to influence water management so that upstream and downstream ecosystems and their hydrological interlinkages can be integrated.
- In the Ndiel basin in Senegal, we piloted a project that demonstrated that restoration of the Special Avifauna Reserve of Ndiel was feasible. Following on our project, the African Development Bank disbursed nearly USD 20 million to implement in full the plans we developed.
- The European Union adopted guidance on Natural Water Retention Measures to help improve the ecological quality of its waters. As a participant in the drafting

group, we managed to include the key role of wetland rehabilitation to deliver a variety of ecosystem services. This provides an incentive for EU member countries to do more ecological river restoration.

- We supported the first TEEB study in Kenya, which sparked the interest of the government and made them aware of the need to include the multiple values of the ecosystems into catchment management plans. Part of our support consisted of providing training to the various (non-) governmental stakeholders about ecosystem valuation.

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.

- Uganda's Ministry of Water and Environment prioritised and will replicate the approach to WASH (water supply, sanitation & hygiene) that we piloted successfully in Uganda's Rwambu catchment as part of the WASH Alliance. In order to halt wetland degradation we ensured the zoning of the wetland area and facilitated the development of local agreements on allocating different zones to different land use practices.
- In Bangladesh, we introduced a tool to our WASH partners to identify possibilities for integrating landscape elements in the planning and implementation of WASH provision in the Khabadag River Basin.

Collective Target 7

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

- Substantial emission reductions were achieved or set in progress in Europe and Southeast Asia through several on-the-ground peatland restoration projects as well as through policy influencing. This included obtaining public commitments from key players in the palm oil and pulp wood plantation industry sectors in Southeast Asia to refrain from further conversion of tropical peat swamp forests.
- Our PeatRus project (financed by the German International Climate Initiative) implemented a full inventory of peatlands in the Moscow province, including the production of detailed maps and a Geographic Information System as a basis for monitoring impacts of drainage and rewetting. We established pilot projects for ecological peatland restoration on 1,700 hectares and prepared the designs for ecological rewetting of an additional 9,500 hectares in Tver, Nizhny Novgorod and Moscow Provinces. In Tver province, ecological rewetting was implemented in 5,000 hectares.

- In Indonesia, we cooperated with PT Rimba Makhmur Utama (PT RMU) and Permian Indonesia in the design of the long-term carbon and ecosystem restoration project in the Katingan peat swamp forest Ecosystem Restoration Concession, covering 108,000 hectares. The project aims to achieve major carbon emission avoidance from deforestation (the area was initially destined for conversion), emission avoidance from peatland drainage and emission reduction from ongoing peat oxidation. Options for similar ecosystem restoration projects were investigated for the Klias Peninsula in Sabah, involving a comprehensive survey of the peatlands and mangroves, implemented under an MoU with the Sabah Forestry Department and Permian Global.

- Together with Permian Global we cooperated with a consortium of international peatland experts in the design of a comprehensive peatland methodology for the Verified Carbon Standard (VCS) and completed the processing of two public reviews to enable approval of the new VCS methodology in 2015.
- We provided advice to the Indonesian government to develop special swamp management regulations and a peatland regulation aimed at enhancing the sustainability of peatland land-use management.
- We ensured the inclusion of the issue of peatland subsidence in the publication "A horizon scan of global conservation issues for 2014". This publication is peer-reviewed, well cited and considered to be agenda-setting for relatively unknown issues to receive more scientific and conservation attention.
- We collaborated with EU NGO networks to advocate for incorporation of emissions from Indirect Land Use Change (ILUC) in the implementation of the EU Renewable Energy Directive (RED). We also argued for improved certification standards.
- We coordinated the planting of 4.5 million trees (mangroves, beach and peatland indigenous plant species) in Java, Sumatra, Kalimantan, Sulawesi and Flores from 2003 to 2014, with a total of at least 1.3 Mt CO₂ sequestered in 2,000 hectares of coastal areas in which 30% (or about 500 hectares with 1.5 million trees) were contributed in 2014

Collective Target 8

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

- We provided new and updated science-based information to the UNFCCC on peatland emissions from the top peatland countries in the world, pressing for more attention to peatland degradation as a hotspot of emissions, and mechanisms and financing for addressing this through peatland rewetting and conservation. We contributed to a number of position papers with other conservation and social welfare NGOs regarding safeguards for biodiversity and rights of local people. We provided inputs into the Durban Platform for Enhanced Action and the Subsidiary Body for Scientific and Technological Advice of the UNFCCC.

Collective Target 9

Investments in wetlands protection and restoration are made through 5 government-led climate change adaptation and/or disaster risk reduction plans.

- We influenced the post 2015 framework for Disaster Risk Reduction (Hyogo Framework of Action). We advocated for recognition of the important role of wetland ecosystems to reduce disaster risk and for integrating livelihood resilience and natural resource management in disaster risk reduction approaches. Amongst others, the Dutch and Panama governments took up our recommendations and strongly included the integration of wetlands and Integrated Water Resource Management into their policy positions.
- We chaired the Partnership for Environment and Disaster Risk Reduction (PEDRR), a global alliance of UN agencies, NGOs and specialist institutes. This enabled us to join the UN and other global environmental and knowledge organisations to lobby for more investment in Eco-DRR as a cost-efficient, flexible and 'no regret' approach. Muralee Thumarrakudy, UNEP DRR coordinator: "*Wetlands International is the best and most active chair PEDRR ever had*".
- With our publication "[Downstream Voices](#)", we raised awareness about the importance of addressing ecosystem degradation as one of the root causes of risk and vulnerability, and for opting for ecosystem-based solutions as a way to reduce disaster risk and build community resilience. In the publication, the award-winning journalist Fred Pearce described his journey to three large river basins in India, Mali and Senegal where we improve water management and wetlands ecosystems to make communities more resilient to water-related hazards including impacts from climate change.

- Using a series of web-based articles, journalist Fred Pearce assessed for us the impacts after 10 years of 'Green Coast': the tsunami response programme we led to restore damaged coastal ecosystems and rehabilitate livelihoods of impacted coastal communities in Indonesia, Thailand, India and Sri Lanka. Several stories and articles were published, including the online journal [Yale Environment 360](#).

"During my journey, I witnessed the challenges that vulnerable rural communities face in relation to environmental hazards", says Pearce, "Few people realise the extent to which increased risk is caused or exacerbated by mismanagement of land and water resources, sometimes far away in the landscape".

- In July, ex US President Bill Clinton visited a fishing village in Aceh, Indonesia, which was among the most impacted during the 2004 tsunami, and is still suffering in the aftermath. We informed him of our work restoring coastal ecosystems and we made a commitment through the Clinton Global Initiative to support the villagers by improving natural resources management and sustainable livelihoods.
- In Nicaragua, we developed an environmental management plan to mitigate the risks of disasters and pollution in the Tapacali River watershed, which is located in an urban area. The plan was submitted to the National Water Authority and is being implemented.
- Based on our successful pilot project, the Indonesia national government, with partners from the engineering sector and universities, agreed to implement the Building with Nature approach along a 20 kilometre coastline in Northern Java. This programme, whose implementation is led by Wetlands International, will contribute to a safe delta coastline, enabling vulnerable communities and economic sectors to develop, be more self-reliant and resilient against hazards. We shaped the collaboration through a tripartite funding arrangement, in which the Dutch government, the Indonesian government and the Ecoshape consortium together fund the initiation of these upscaling efforts.
- Together with The Nature Conservancy and Cambridge University, we developed a policymaker's guide on options to integrate mangroves in designs for coastal risk reduction, based on an extensive literature review on the role of mangroves in coastal defence. The guide presents the current state of knowledge as well as practical guidance, and has been widely shared with coastal zone managers and stakeholder dialogues regarding coastal zone management worldwide.

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.

- In Mali, Inner Niger Delta, areas of 2300m² and 1255m² of 'moving sand dunes' in Sobé and Samberi villages respectively were fixed and stabilised by planting different species, to protect the villagers and agriculture farms. In addition, the Noga channel, with a length of over 2 kilometres, was dug out to increase water availability. The restoration of this channel has increased productivity for agriculture, fisheries and biodiversity in the area and will facilitate an inter village connection during the flood season.
- In Northeast India, Mahanadi Delta, we planted 161,000 mangrove saplings on 75 acres of coastline as a natural buffer against disasters and coastline erosion. In the Gandak-Kosi floodplains, we undertook afforestation activities in 45 villages to address soil erosion and increase the availability of non-timber forest produce. Disaster risk reduction plans of 184 villages have reached out to 38,824 beneficiaries.
- In Indonesia, we increased community resilience through several interventions to improve natural buffer functions such as village regulations, mangrove forest restoration, improved terracing and promotion of organic agriculture. As strong winds occur frequently, a number of communities were introduced in techniques of tying down roofs and trusses while constructing environmental friendly windbreaks to protect agricultural assets and houses.
- In Guatemala, the community of El Castillo is located in the upper part of the Inalí watershed, with a strong risk of landslides due to large scale deforestation. We established flower gardens under agro-ecological management and initiated reforestation to enhance sustainably livelihoods and reduce the risk of landslides.
- In Kenya, Isiolo region, we planted 10,000 trees in collaboration with schools in Merti sub-county, to strengthen and protect the river banks, capture moisture and increase water sources. The school pupils who were involved in planting and maintenance of the green areas received a solar lamp as an incentive which enables them to do their homework at night in the absence of electricity.

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.

- The oil and gas activities of Shell in Brunei, take place in areas covered with peatswamp or mangrove forest and high biodiversity values. We provided the foundation for biodiversity management by Shell Brunei through the production of a Biodiversity Action Plan. With our survey data we demonstrated to Shell how their 'footprint' impacts the surrounding environment. We started a pilot peatland rewetting project with Shell and Deltares, and canal blocking for rewetting the degraded area was completed in June 2014. Implementation of the plan is avoiding further damage and fires, and Shell is now committed to restoration work on the degraded areas. Furthermore, construction of a water pipeline through the peat dome was re-engineered with far less tree cutting and impact on peat. We also managed to gain government support for conservation and sustainable management of peatlands.
- We influenced the design of the Majnoon oilfield operations of Shell in the Mesopotamian marshes of South Iraq to minimise the impact on biodiversity and cultural values, by initiating an alternative and creative approach to designing solutions. In this process, core wetland values like the undisturbed breeding of birds or free flow of water are taken into account.
- Total Uganda is operating an oil and gas project in the Murchison Falls National Park, which contains unique and critical habitat and a Ramsar site within its boundaries along the Nile. As a member of the Biodiversity and Livelihood Advisory Committee of the project that operates under a Net Positive Gain commitment from Total, we are consulted at all stages and invited to provide solicited and unsolicited advice. Biodiversity and livelihoods are now high on the agenda in developing Total's oil and gas operations. Appropriate baseline data is being gathered to avoid and mitigate negative impacts and work towards an overall positive outcome for the park.
- We designed an innovative tool for practical ecosystem assessment of the oil sands area in Alberta, Canada, where Shell operates oil sands mines. Avoidance, mitigation and restoration of their operations is currently hampered by inadequate rules and assessments of valuable ecosystem processes and services. The tool visualises ecosystem functions and values that will disappear due to mining. This knowledge can be used by Shell to improve their decision making on planning, mitigation and restoration as the oil sands operations have an enormous negative impact on the wetlands and landscapes of Alberta, Canada. The tool will be brought to the wider oil sands industry, multiplying its impact.

- The Government of Senegal enacted a national policy for the management of wetlands based on a policy document we wrote. This law has the potential to end conflicts of interest between conservation efforts, the pressure for production, housing and food security needs by establishing the necessary legal and institutional framework for the sustainable management of wetlands.

Collective Target 12

Industry standards, regulations and community practices are improved for at least 3 production systems to prevent the loss of wetlands and their values, such as for water, climate regulation and biodiversity.

- We successfully lobbied the Indonesian government to adopt a stringent maximum allowable water level in drained plantations on peatlands. The signed regulation can contribute to sustainable peat management and planning and will help Indonesia to reach its goals and commitments, including the government’s commitment in reducing 26% (or 41% with foreign support) greenhouse gas emissions.

- We endorsed the Global Paper Vision demanding a reduction in paper use and environmentally friendly production. In Indonesia, we are part of a group that monitors the commitment in terms of its impact on peatlands of the largest pulp and paper company in the country.

- As a member of the board of the Foundation for Responsibly Produced Peat (RPP), we supported stakeholder consultations and field testing of the RPP Principles and Criteria with peat mining companies, local environmental NGOs and scientists in Germany, Scandinavia and the Baltic states. We made a presentation at the 2014 International Peat Society conference to promote the engagement of the industry with the rollout of the RPP system.

- The first guidelines for sustainable island cattle-raising were developed and presented to the Parana Delta producers of beef in Argentina. Implementation of these guidelines, who were well received by the producers, will contribute to restoration of the Delta.



Restoring safe water supplies in Uganda

Resource Development

In 2014 we used five large programme development priorities, or “big ticket” initiatives, as the basis for donor dialogue, formulation of proposals and grouping prospects, and further developed the thinking for broad programmatic visions into the streams of our new Strategic Intent. The initiatives were coastal resilience, community resilience, wetlands as natural water infrastructure, climate-smart landscapes for high carbon wetlands, and migratory bird flyways connecting people and nature.

There were four resource development strategies or targets, and the first three link to the five initiatives: of 1) securing 340.000 EUR from projects under negotiation, 2) leveraging co-financing, building on existing projects, and 3) securing start-up funds for the big ticket initiatives identified in 2014 as priorities for development were particularly successful for 3 of the 5 themes: our work on resilience (community and coastal), and water, with less success for the themes climate-smart landscapes and migratory bird flyways. One implication of this is that fundraising for those programmatic areas becomes a priority in 2015.

Resource development highlights of 2014 – funding procured for 2014, 2015 and beyond:

For 1) we secured 527.000 EUR for work through the Shell partnership, for work in Iraq and the Arctic that contributes to most of the themes below.

Highlight of the second and third strategies are presented in the table below.

The fourth strategy was: 4) developing plans for gaining income from unrestricted donors and supporters – for 2015+, with the exception of bids to NPL and the EU. There was limited progress on this, as was anticipated in the annual plan, as this is part of a longer-term strategy to transform the business model of the organisation. A bid to the EU for NGO funding for 2014 was successful, enabling start-up of the Wetlands International European Association. The NPL bid in 2014 which would have provided some core support was not successful, although we did secure other NPL funding for a project in the Philippines led by the Netherlands Red Cross. An internal task force worked on development of a business plan, and held workshops with network staff, for the first step in identifying obstacles and challenges, and developing a new business model. This process will continue in 2015 and beyond.

Programme Initiative	2) Leveraging existing projects / partners	3) Procuring start-up funds for programme initiatives
Coastal resilience	The new Building with Nature (Dutch Sustainable Water Fund – 230.000 EUR for us of a total of 5 Million EUR) grant builds on Mangrove Capital.	Mangrove Capital Phase II core funds for 2015 – 2017 (76.500 GBP) from Waterloo Foundation and 50.000 EUR from Otter Fonds).
Community resilience	Partners for Resilience has led to other collaborations with the Netherlands Red Cross on: Proud of My Purok (492.000 EUR from Dutch National Postcode Lottery) and Strategic Partnership for Chronic Crisis in the Horn of Africa (1.067.000 EUR from Dutch Ministry of Foreign Affairs). Funding for the Sahel was pursued from the Dutch Embassy in Mali (132.300 EUR secured in 2014 for a multi-year livelihoods project), and the Dutch Postcode Lottery.	Partners for Resilience funded programme development for 2015 and beyond, with good results expected in 2015 for 2016+ funding.
Wetlands as natural water infrastructure	The Dutch-funded Ecosystem Alliance led to additional small grants for projects (33.000 additional from EA and 25.000 from Tejcheve Foundation). Good prospects for funding in 2016 and beyond, for example building on WASH work and relationships, as well as work on integrated water management in the Sahel (results expected in 2015).	
Climate-smart landscapes	66.000 additional funds from EA for targeted projects.	
Migratory bird flyways	IWC project (MAVA) leveraged 25.000 additional from the Swiss Ministry of Environment for 2014.	

Functioning and management of the global organisation

The global organisation

Wetlands International is an independent global organisation consisting of 18 offices, which share the name and brand “*Wetlands International*”, safeguard one reputation, implement a joint Strategic Intent and a common set of organisational policies. The Foundation Wetlands International (registered in the Netherlands as Stichting Wetlands International) and a number of other offices have an independent legal status in their country of operation, while other offices operate under hosting agreements and/or are in the process of becoming independent legal entities. In 2014, the Wetlands International European Association was founded and started implementing the organisations European strategy. Jointly, this network of offices needs to guard the unity, main objectives and global interests of the Association Wetlands International (registered in the Netherlands as Vereniging Wetlands International). Therefore, several mechanisms and safeguards have been put in place.

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

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

In October 2014, the Senior Management of the organisation, consisting of the Management Board (MB), all Heads of Office (HoO) as well as Programme Managers (PM) who play a global support role, met for its annual meeting to discuss strategic priorities including annual planning, resource development and the priorities for joint work between offices. On that same occasion the Global Board had its annual face-to-face session. Additional e-meetings were organised to discuss and address priorities, including for communications, programme and resource development.

The Foundation and the Association

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

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

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

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

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

The Supervisory Council is a non-executive body and exerts its supervision mainly through three routes. Firstly, by discussing and approving important decisions of the Management Board as specified in the Articles of Association, such as the Annual Plan and Budget. Secondly, by monitoring progress and developments in the work of Foundation Wetlands International on the basis of bi-annual and specific reports by the Management Board. And thirdly through the annual performance assessment of the Management Board and the Chief Executive Officer.

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

Optimal use of resources to realise the objectives 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. All offices are accountable for performance against these 12 collective targets. Lead persons are appointed for each collective target. After 5 years the Strategic Intent is updated, following an extensive review process involving all main stakeholders.

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 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 bi-annually. Each year, the overall Annual Review, prepared by the Management Board for the Supervisory Council, is made available on the website. In the Annual Review 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 Annual Accounts, are presented.

The Strategic Intent is largely implemented through 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, as such ensuring an integral approach to the wise use

and restoration of wetlands. Annex 1 provides an overview of all projects that were implemented during 2014.

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

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

The Foundation in the Netherlands had 34 members of staff by the end of 2014 and 2 volunteers supported the organisation during the year.

Optimal relationships with interested parties

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

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

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

In general, publications are made available electronically for free on the website. The communications department ensures the relevance, accessibility and readability of information through

the website (see also relevant section Communications and Advocacy).

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

Learning from our practice

An overall impact assessment took place of the Partners for Resilience programme and was implemented by Globalisation Studies Groningen (GSG) at the University of Groningen, the Netherlands, with involvement of Wageningen University. The qualitative impact study, existing of four research phases and involving 6 countries, explored and analysed the approach, institutional dynamics and, as far as possible, the resulting resilience enabling impacts. The results, that will become available in full in 2015, indicate that the community-based approach to disaster risk reduction is a significant success, considered innovative in some areas of interventions, with outcomes including civil society strengthening and capacity building. Learnings concern the ways in which lobby and advocacy can ensure the linkage between the different levels

of policy and how practices on the ground are recognized in policy and change. These findings, including the challenge of how to achieve sustainability, replicability and up-scalability of the approach, will be taken into account when developing a new phase for PfR in the course of 2015.

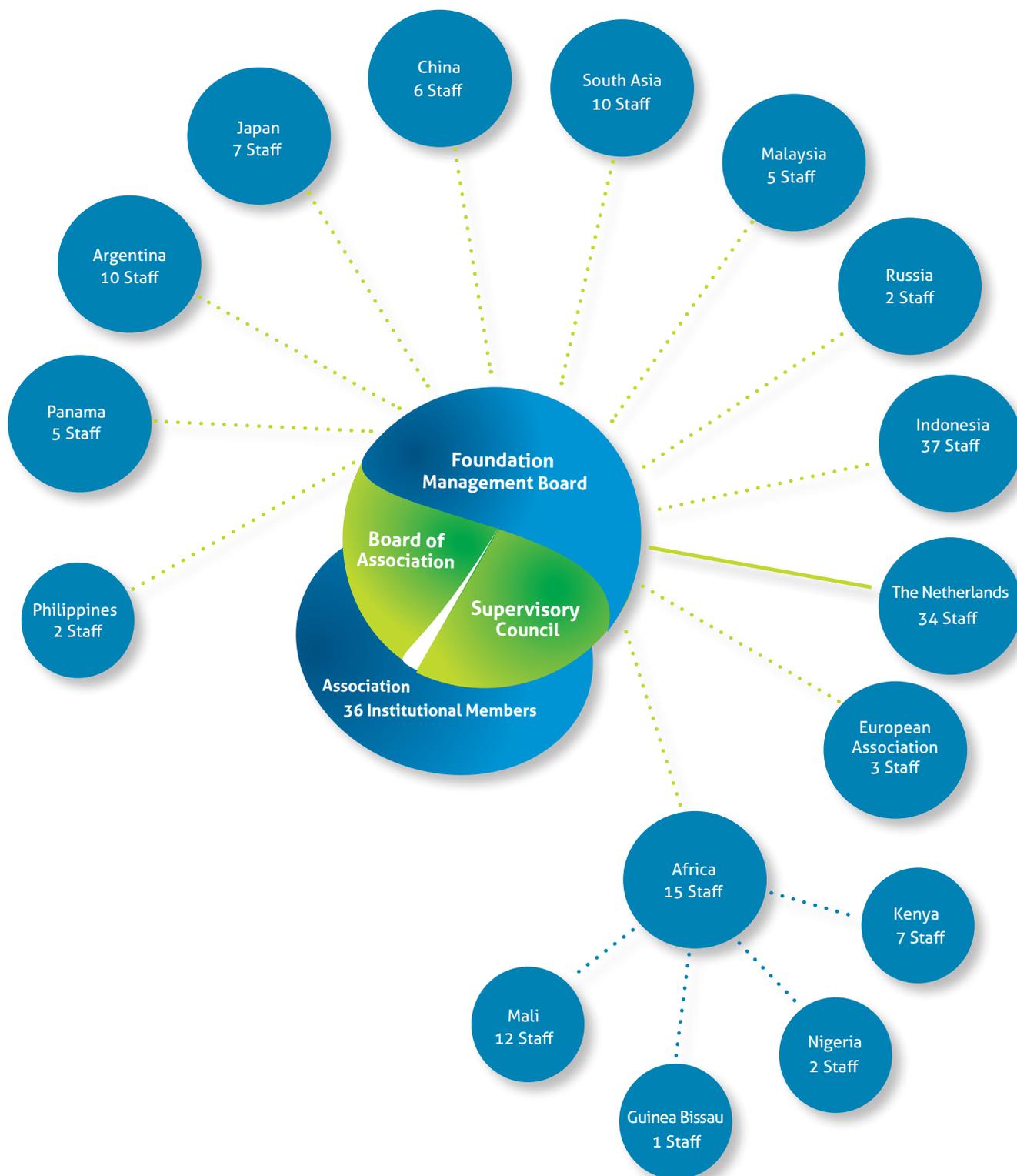
An external mid-term evaluation of the Mangrove Capital project in Indonesia was undertaken. This project, a multi-stakeholder initiative that we coordinate, seeks to aggregate scientific knowledge on mangrove services and translate this information into practical policy tools. The evaluation confirmed the validity of the theory of change and stated that paradigm shifts on coastal protection have begun to take place with government officials. Useful recommendations were provided, supporting a continuation of the project, for the remainder of the project phase and were taken into account in the follow-up project that started later in the year.

An organisational culture trajectory was launched towards the end of the year, with participation of all staff throughout the network. Whereas it already led to more awareness about the importance of culture in the organisation, implementation of proposed changes will only take place in the coming years.



Helping mangroves to safeguard Indonesia's eroding coasts

Organogram 2014



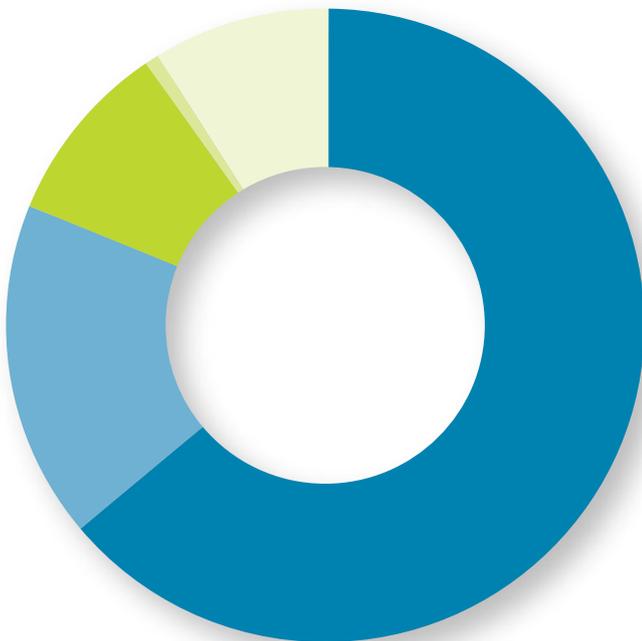
Financial overview of the global organisation

Funding for projects, by donors and partners, continued to be our main source of income in 2014. The *list of projects 2014* in Annex 1 gives an overview of all projects that were implemented by the entire global network of offices throughout the year, with details on the amounts funded, the project period, the name and types of donors, the themes of our Strategic Intent to which the project contributes, as well as the Wetlands International offices that participated in project implementation.

In addition to project funding, we received a contribution from the members of the *Vereniging Wetlands International*. The membership, consisting of 24 governmental and 11 non-governmental members throughout the world, generated an income of € 0.54M. Total income of the global network amounted to € 6.0M Euro from the following sources:

Over the years, the Foundation in the Netherlands continues to be important for fundraising for the entire organisation. In 2014, 76% (2013 and 2012: 87%; 2011: 68%; 2010: 70%) of project income was raised through the Foundation. A significant amount of this income is subcontracted to the other offices of the global network. This can be seen from the *list of projects 2014* that shows that Wetlands International implemented 81 projects worldwide, of which 51 projects were contracted by the '*Stichting Wetlands International*' and 26 out of these were implemented by or together with other Wetlands International offices and their partners. The other 25 projects are implemented with partners such as the Ramsar Convention, Shell and the Flyway partnership. This resulted in the following project expenditure by offices, per region:

Sources of funding for the Wetlands International network in 2014



Project expenditure by offices per region in 2014



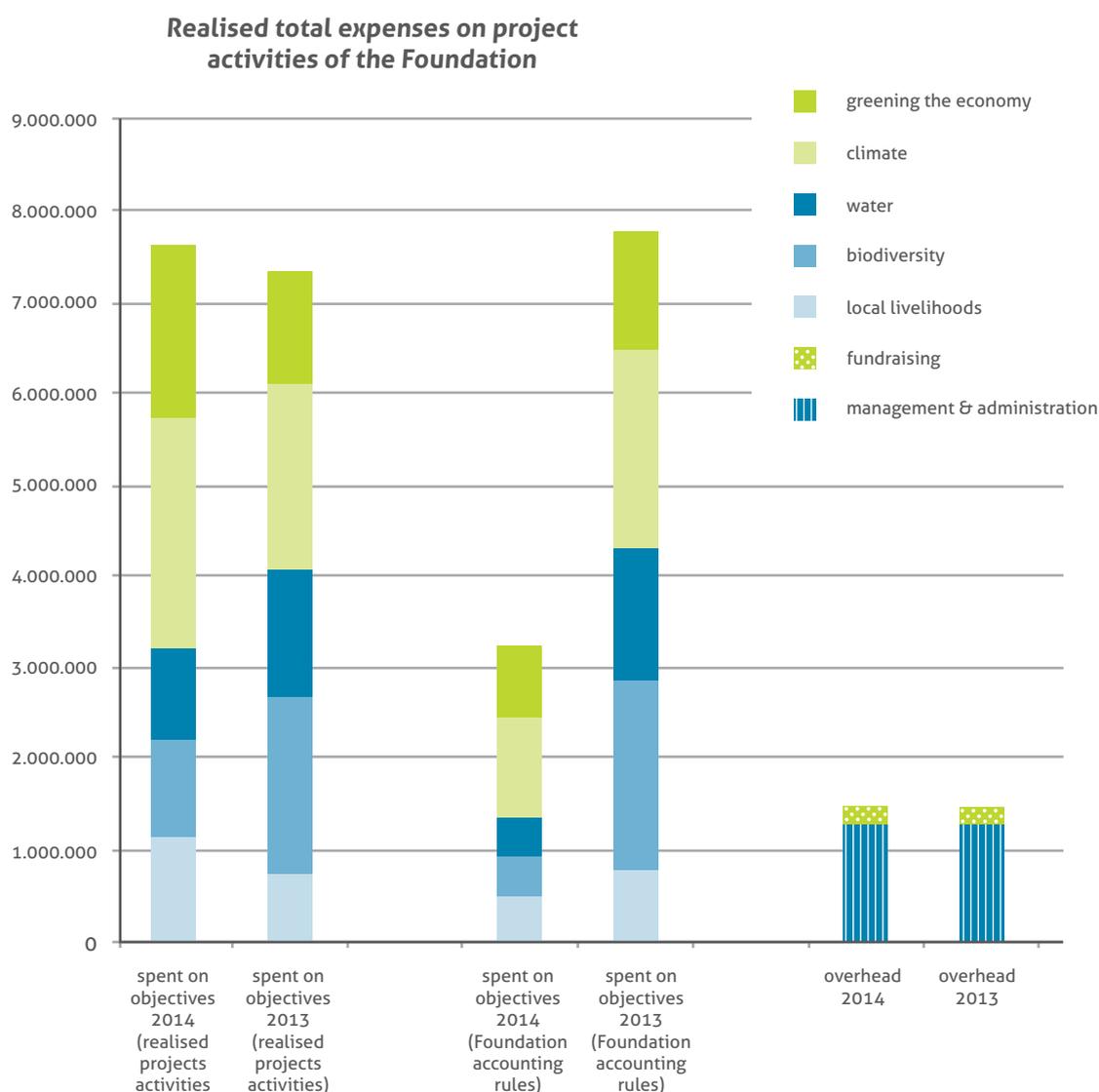
- government and institutional funds
- corporate partners
- trusts and private foundations
- NGOs and institutes
- members of the Wetlands International Association

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

Although the total income 2014 of the global network appears significantly lower than in preceding years, the actual expenditure through implementation of projects increased slightly. This apparent difference is explained by our need to comply with CBF quality seal obliged accounting rules for the Foundation that are based on commitments made (contracts signed) and not on project activities implemented. These accounting rules heavily influence the global network financial overview. See the next section *Introduction to the Annual Accounts of the Foundation*, for more explanation. When looking at project activities, as measured by expenses made during the year, it can be seen that there is an increased level of activity in 2014 compared with 2013. This is clarified in the diagram below, limited to the Foundation only, but including all the work subcontracted to our offices. In view of the importance of the Foundations' income for the global network (76%), this provides a good indication of our global investment and activity:

The below diagram also shows that overhead costs in 2014 remained at the same level as 2013, and it shows the breakdown of expenditure to the 5 themes.

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





Foundation Wetlands International

Annual Accounts 2014



Wetlands
INTERNATIONAL

Introduction

Since the Foundation Wetlands International obtained the CBF quality seal in 2011, it is obliged to apply the guideline of VFI¹ and report under '*richtlijn 650 voor Kosten Beheer en Administratie*'. This means that expenses are based on commitments made (contracts signed) during the reported year. As a result the accounts show a substantial reduction in the turnover of the organization: 4.6M in 2014 compared to 9.4M in 2013.

This does however not reflect the actual level of activities and outcomes for the organisation in 2014. The project activities – as measured by expenses during the year (see table 'Realised total expenditure on project activities' on page 28 show a completely different picture. The realised total expenses on project activities in 2014 of 7.6M Euro (2013 7.3M) indicate an increased level of activity and investment over 2014 as compared to the 2013. Equally, the table 'Employment capacity and production' on page 28 shows that efficiency gains resulted in a small reduction in FTE (32.2 FTE in 2014 and 35.0 FTE in 2013). This can be largely contributed to a reduction of 2 FTE (17%) on indirect staff, while productive staff reduced relatively far less: 0.8 FTE (4%).

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

Wetlands International's financial result at the end of the year is thus highly influenced by incidental effects of not always predictable claimable or non-claimable project costs during the start-up of projects and in the end phase. This is inherent to the nature of an organisation depending largely on project funding and specific donor regulations. The year 2014 result of 81K Euro deficit after a reported profit of 173K in fiscal year 2013 underlines this.

Since in the budget for 2014 a deficit had been foreseen, measures to reduce organizational cost were continued and even intensified. This resulted in slightly lower cost for management and administration.

Considerable investments in fundraising were made because several multi-million, multi-year projects like the Dutch government funded MFS-2 projects, the Peatland Restoration project in Russia and Mangrove Capital, a project on key mangrove knowledge in Indonesia, were finalized in 2014 or foreseen to finalise in 2015. Therefore the cost of fundraising increased from 187K in 2013 to 218K in 2014. Successful acquisition efforts over 2014 resulted in large contracts in 2015 but will only show in the turnover of 2016. This is the case for e.g. Building with Nature and the follow up project Mangrove Capital II in Indonesia, the BAM-GIRE, the Food security and value chains projects in Mali and the Strengthening Resilience project in Ethiopia.

The decreased turnover based on the RJ650 accounting principles influences also several overhead ratios. Although the absolute costs of management and administration were slightly lower in 2014 (1.285M) than in 2013 (1.291M) the percentage of these costs in relation to the reported turnover increased to 27.2% in 2014 (13.9% in 2013)². A similar effect can be noted with the ratio for 'cost of fundraising'. While indeed considerable investments on programme and resource development needed to be made, this does not explain an increase to 11.1% (5.1% in 2013). Looking at the absolute figures 218K Euro in 2014 and 187K Euro in 2013 reflects the reality much better.

Wetlands International raises funds from governmental organisations (52% of total income), from private foundations, NGOs and institutes (24%) and from corporate organisations (also 24%). For the latter two categories, this is sometimes done by direct own fundraising (34% of total income) and sometimes through third party fundraising (14% of total income).

In December 2014 Wetlands International received an anonymous gift of 150K which is not included in 'other income' yet as it will be allocated and spent in 2015. Therefore this gift is accounted under 'short term debts'. In 2014 an amount of 2,5K was generated by fundraising from private donations from the general public.

During 2014 new contracts and extension of earlier acquired contracts were signed. The list of projects 2014 in annex 1 includes all projects that started in 2014.

The Foundation Wetlands International organised in 2014 the tri-annual General Members Meeting for the Association Wetlands International. For practical reasons the costs of this event were initially born and accounted for within the Foundation and later on charged to the Association. This resulted in 91K costs and 91K 'Other income' not foreseen in the budget and inflated the Foundations accounts.

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

Annual Accounts Foundation 2014

Balance sheet as per 31 December in Euros

	2014	2013
Assets		
Tangible fixed assets ⁽¹⁾	131.010	218.688
Debtors and other receivables ⁽²⁾	4.538.564	6.328.360
Cash and Banks ⁽³⁾	1.046.888	2.201.681
	5.585.452	8.530.041
Total assets	5.716.462	8.748.729
Liabilities		
Continuity reserve ⁽⁴⁾	277.843	358.602
Subsidies ⁽⁵⁾	79.238	95.697
Other reserves	0	0
Provisions ⁽⁶⁾	0	0
Short-term debts ⁽⁷⁾	5.359.380	8.294.430
Total liabilities	5.716.462	8.748.729

Statement of Income and Expenditure (in Euros)

	2014	budget 2014	2013
Income			
- Income from own fundraising ⁽⁸⁾	1.464.103	3.243.682	3.661.707
- Income from third-party campaigns ⁽⁹⁾	594.149	592.514	668.873
- Governmental grants ⁽¹⁰⁾	2.183.720	4.226.054	4.759.696
- Other income ⁽¹¹⁾	405.016	606.250	345.659
Total revenue	4.646.988	8.668.500	9.435.936
Expenses			
- Expenses on objectives ⁽¹³⁾			
1. Local livelihoods	486.248	760.400	779.028
2. Biodiversity	449.302	2.031.913	2.081.692
3. Water	420.668	1.421.079	1.455.893
4. Climate	1.069.091	2.109.194	2.160.865
5. Greening the economy	799.983	1.274.715	1.305.943
	3.225.292	7.597.301	7.783.421
- Costs of generating funds ⁽¹³⁾			
Cost of fundraising	163.197	165.301	187.141
Cost of obtaining government grants	54.399	0	0
	217.597	165.301	187.141
- Management & administration			
Cost of management & administration	1.284.858	938.098	1.291.903
Total Expenses ⁽¹³⁾	4.727.747	8.700.700	9.262.465
Result	-80.759	-32.200	173.470
Result appropriation			
Increase (+)/Decrease (-) continuity reserve	-80.759	-32.200	173.470
	-80.759	-32.200	173.470
Percentages			
- Percentage costs of fundraising (costs of fundraising in percentage of income own fundraising)	11,1%	5,1%	5,1%
- Percentage costs of Management & administration (costs of management & administration in percentage of total expenses; norm cost of management & administration: 10%)	27,2%	10,8%	13,9%
- Percentage of revenue spent on objectives (expenses on objectives in percentage of total revenue)	69,4%	87,6%	82,5%
- Percentage of expenditure spent on objectives (expenses on objectives in percentage of total expenditure)	68,2%	87,3%	84,0%

Cashflow Statement (in Euros)

	2014	2013
Cash flow from operating activities		
Result	-80.759	173.470
Depreciation	117.276	106.837
Cash flow	36.517	280.308
Changes in work capital		
- Change in receivables	1.789.796	-1.235.427
- Change in short-term debts	-2.935.050	1.656.462
- Change in subsidy fixed assets	-1.145.254	421.036
	-16.459	95.697
Cash flow from operating activities	-1.125.196	797.041
Cash flow from investing activities		
Investments in fixed assets	-29.598	-108.982
Cash flow from investing activities	-29.598	-108.982
Change in cash & banks		
	-1.154.794	688.059
Cash & banks		
- as per 1 January	2.201.681	1.513.623
- as per 31 December	1.046.888	2.201.681
Change in cash & banks	-1.154.794	688.059

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

(1) Tangible fixed assets	Furniture	Computers	Equipment	Total
Balance 1 January 2014				
Purchase value	531.072	285.879	38.521	855.472
Accumulated depreciation	445.060	154.823	36.902	636.784
Bookvalue 1-1-2014	86.013	131.057	1.619	218.688
Investments	0	24.110	5.487	29.598
Desinvestments purchase value	-434	-82.752	-27.818	-111.004
Desinvestments Acc. Depreciation	-434	-82.752	-27.818	-111.004
Corr depreciation previous years	65.569	2.986	101	68.656
Depreciation 2014	16.397	31.062	1.160	48.620
Balance 31 December 2014				
Purchase value	530.638	227.238	16.190	774.066
Accumulated depreciation	526.591	106.119	10.345	643.055
Bookvalue 31-12-2014	4.047	121.119	5.844	131.010

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

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

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

Fixed assets financed by projects and in use by Wetlands International staff are activated starting financial year 2013.

The counter value of these assets is accounted for under 'subsidized fixed assets' which are decreased in line with the depreciation of the assets.

(2) Debtors and other receivables	31/12/2014	31/12/2013
Debtors	28.174	2.208
Doubtful debtors	0	-2.199
Total debtors	28.174	10
Project funds to be received	4.199.886	6.180.295
Current Account with Association Wetland International	14.218	-
Subcontractor receivables	134.748	18.407
Other receivables	161.538	129.649
Total	4.538.564	6.328.360

(3) Cash & banks	31/12/2014	31/12/2013
Cash	3.195	3.103
Current accounts EUR	827.452	1.577.091
Current accounts GBP	904	230
Current accounts USD	20.506	204.293
Current account Argentina	9.346	8.244
Total Current accounts	858.208	1.789.859
Deposit accounts	154.161	377.683
Deposit account for rent	31.324	31.037
Total Deposits	185.485	408.720
Total	1.046.888	2.201.681

Foreign currency accounts are related to projects funded in foreign currency.

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

Any exchange rate differences are accounted for in the result.

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

(4) Continuity reserve	31/12/2014	31/12/2013
Balance 1 January	358.602	185.131
Result	-80.759	173.471
Balance 31 December	277.843	358.602

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

(5) Subsidies	31/12/2014	31/12/2013
Balance 1 January	95.697	0
Assets financed by projects	2.987	96.023
Depreciation subsidized assets	-19.446	-326
Balance 31 December	79.238	95.697

Subsidized tangible assets are amortized in line with other tangible assets.

(6) Provisions	Projects	ICT Investments	Total 2014	Total 2013
Balance 1 January	0	0	0	0
Additions	0	0	0	0
Withdrawals	0	0	0	0
Balance 31 December	0	0	0	0

There were no mutations in provisions during the financial year of 2014.

(7) Short term debts	31/12/2014	31/12/2013
Projects to be executed	360.847	459.504
Subcontractors commitments	4.438.440	7.134.367
Current Account with Association Wetlands International	0	376.706
Trade creditors	161.604	105.442
Argentina funds	9.346	8.244
Taxation & Social security	20.512	6.112
Holiday allowance	78.666	84.292
Unused annual leave	43.728	60.859
Donation reserved for next year	150.000	-
Other short term debts	96.236	58.904
	5.359.380	8.294.430

Projects to be executed relates to funds received from donors for projects still to be executed.

Subcontract commitments are contracted amounts due to subcontractors for the execution of projects.

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

Holiday allowance: this represents the reservation of holiday allowances built up in 2014 and which are to be paid in May 2015.

Unused annual leave: the outstanding liability regarding unused holiday of staff.

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

(8) Income from own fundraising	31/12/2014	31/12/2013
Project income from non-government institutions	1.461.044	3.661.351
Sales publications	514	356
Gift and donations	2.545	0
Total	1.464.103	3.661.707

(9) Revenue activities third parties	31/12/2014	31/12/2013
Grants third parties	594.149	668.873
Total	594.149	668.873

(10) Governmental grants	31/12/2014	31/12/2013
Governmental institutions (projects)	2.183.720	4.722.533
Organisational contribution Dutch Min. Foreign Affaires	0	9.425
Organisational contribution Norwegian Min. Foreign Affaires	0	14.000
Organisational contribution Others	0	13.738
Total	2.183.720	4.759.696

(11) Other income	31/12/2014	31/12/2013
Contributions from other WI offices	0	27.618
Contribution from Association Wetlands International	253.913	277.707
Recovered costs GMM from Association Wetlands International	90.641	0
Interest received	254	650
Other income	58.348	58.272
Result on exchange rates	1.861	-18.587
	405.016	345.659

(12) Contribution from association Wetlands International	31/12/2014	31/12/2013
Organisation subsidy	253.915	277.707
Subsidy biodiversity projects *	99.998	104.293
	353.913	382.000

* Reported under income from "Governmental grants" (10)

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

Purpose Expenses	Objective					Generating Funds			Management & Adm.	Actual 2014	Budget 2014	Actual 2013
	T1	T2	T3	T4	T5	Own FR	Gov. Grants	Interest				
Purchase & acquisitions	1.448	1.338	1.253	3.184	2.383	0	0	0	0	9.607	47.541	50.611
Subcontractors	183.551	169.605	158.795	403.565	301.981	0	0	0	0	1.217.497	5.448.021	5.614.027
Publicity & communication	14.758	13.637	12.768	32.448	24.280	4.283	1.428	0	31.879	135.480	54.183	57.682
Personnel costs	197.735	182.711	171.067	434.752	325.317	126.949	42.316	0	944.905	2.425.754	1.787.685	2.517.159
Travelling & hotelexpenses	33.735	31.172	29.186	74.172	55.502	1.413	471	0	10.518	236.169	307.141	334.021
Housing Costs	11.109	10.265	9.611	24.425	18.277	8.437	2.812	0	62.798	147.732	126.049	159.011
Office & General expenses	34.503	31.881	29.849	75.859	56.764	15.379	5.126	0	184.621	433.983	844.683	422.228
Depreciation & interest	9.409	8.694	8.140	20.686	15.479	6.736	2.245	0	50.136	121.525	85.396	107.727
Total	486.248	449.302	420.668	1.069.091	799.983	163.197	54.399	0	1.284.858	4.727.747	8.700.700	9.262.465

Wetlands International works on 5 themes. As regards the accounting of nondirect support cost, including depreciation. Wetlands International applies the guideline of the VFI: 'Aanbeveling Toepassing van Richtlijn 650 voor Kosten Beheer en Administratie'. Indirect costs are attributed to the 5 themes pro rata of the staff time spent. In the 2014 report allocation of costs to objectives has been further improved resulting in an adjustment of the comparative reported figures on 2013 actuals. This adjustment mainly influenced the allocation of Personnel costs.

Realised total expenditure on project activities

The Annual Accounts are presented according to the CBF quality seal obliged RJ 650 regulations which are based on commitments made (contracts signed) during the reported year while not looking at the work really implemented. In 2013 a significant amount of subcontracts with Wetlands International's offices and other partners were signed. This was less the case in 2014. As a result the total turnover in 2014 of 4.6M show a sharp decrease compared to 9.4M in 2013. When looking at project activities, see below, – as measured by expenses made during the year, we see a different picture. The realised total expenses on project activities in 2014 of EUR 7.6M (2013 7.3M) show an increased level of activity over the year.

	31/12/2014	31/12/2013
Costs staff	2.393.860	2.511.315
Costs externals	202.853	185.748
Total labour costs in projects	2.596.713	2.697.063
Subcontractors actuals	4.674.411	4.022.185
Project travel costs	211.426	288.868
Other project costs	115.299	332.262
Totals	7.597.849	7.340.377

Employment capacity & production

	31/12/2014	31/12/2013
Direct staff (FTE)	21.9	22.7
Indirect staff (FTE)	10.3	12.3
	32.2	35.0
Staff rates claimed on external projects (production)		
Own staff	2.393.860	2.511.315
Consultants	202.853	185.748
	2.596.713	2.697.063

Staff costs	31/12/2014	31/12/2013
Wages & salaries	1.735.793	1.821.117
Social security costs	246.719	244.891
Pension costs	106.482	116.981
	<u>2.088.994</u>	<u>2.182.989</u>
Other personnel costs	119.492	123.759
Interim staff & trainees	14.414	24.663
Total employee costs	<u>2.222.901</u>	<u>2.331.410</u>
External staff/consultants	202.853	185.748
Total staff costs	<u>2.425.754</u>	<u>2.517.159</u>
Remuneration board members		
Name	J. Madgwick	J. Reinartz
Function	CEO	COO
Contract		
- sort	indefinite	indefinite
- hours/week	36	36
- part-time percentage	100	100
- period	1- Jan. / 31 Dec.	1-Jan. / 31-Dec.
Remuneration		
- Yearly income		
gross salary	100.359	80.396
holyday allowance	6.449	6.356
end of year allowance	-	-
variable income	-	-
Total income 2014	<u>106.808</u>	<u>86.753</u>
- Social security (employers costs)	9.774	9.549
- Taxable allowances	-	-
- Pension costs (employers costs)	6.420	7.126
- Other future remunerations	-	-
- End of contract pay	-	-
Total remuneration 2014	<u>123.003</u>	<u>103.428</u>
Total remuneration 2013	<u>129.272</u>	<u>104.145</u>
Compliance with 'Wet Normering bezoldiging Topfunctionarissen in de publieke en semipublieke sector (WNT)' (= Dutch Legislation on Norms for remuneration of Top officials in public and semipublic sector). The organisation is in compliance with WNT since no employees are rewarded by salary and/or by other benefits for an amount above the maximum threshold for 2014 of € 230.474. Members of the supervisory council receive no remuneration but only reimbursement of costs for a total of € 14.097 (€ 8.361 in 2013).		

Budget 2015

	2015	2014
Income		
- Income from own fundraising	2.246.343	3.243.682
- Income from third party campaigns	766.745	592.514
- Governmental subsidies	2.689.912	4.226.054
Other income	830.000	606.250
Total revenue	<u>6.533.000</u>	<u>8.668.500</u>
Expenses		
Expenses on objectives		
1. Local livelihoods	676.311	760.400
2. Biodiversity	624.923	2.051.913
3. Water	585.096	1.421.079
4. Climate	1.486.971	2.109.194
5. Greening the economy	<u>1.112.677</u>	<u>1.274.715</u>
	4.485.978	7.597.301
Costs of generating funds		
- costs of fundraising	224.521	165.301
- costs of obtaining government grants	<u>74.840</u>	<u>0</u>
	299.361	165.301
Management & administration		
- costs of management & administration	<u>1.767.661</u>	<u>938.098</u>
Total expenses	<u>6.553.000</u>	<u>8.700.700</u>
Result	<u>-20.000</u>	<u>-32.200</u>
Percentages		
- Percentage costs of fundraising (costs of fundraising in percentage of income own fundraising)	10.0%	5.1%
- Percentage costs of Management & administration (costs of management & administration in percentage of total expenses)	27.0%	10.8%
- Percentage of revenue spent on objectives (expenses on objectives in percentage of total revenue)	68.7%	87.6%
- Percentage of expenditure spent on objectives (expenses on objectives in percentage of total expenditure)	68.5%	87.3%
Contingent liabilities and commitments		
As at the balance sheet date there are three contracts known to the Board:		
1a. Contract for office rent from 1-6-2014 until 31-5-2019.		
1b. Contract for office rent from 1-6-2014 until 31-5-2019.		
2. Contract for copying machine until 01-02-2017. In relation to the office rent, a bank guarantee of € 35.000 is held.		

General Accounting Principles

The financial statements are prepared according to the following principles:

General

The annual accounts 2014 have been drawn up according to generally accepted accounting principles in the Netherlands and RJ 650 for Fundraising organisations. Assets and liabilities in the balance sheet are valued at nominal value. Cash and bank balances are freely disposable, unless stated otherwise.

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

Provisions

Provisions are made for obligations existing at balance sheet date for contingencies not related to normal operational activities. No such provisions were deemed necessary at reporting date.

Project income

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

Project costs

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

Deferred project income

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

Joint operating agreements with local Wetlands organisations
In relation to the execution of global/international projects financed by its donors, the Dutch based Foundation Wetlands International seeks cooperation with local Wetlands organisations. In case Foundation Wetlands International acts as the main contractor of a donor, cash amounts are transferred (under the terms and conditions of the donor) by the Foundation towards these local Wetlands organisations. This cash flow and all related project income and expenses are fully recorded in the annual accounts of Foundation Wetlands International, including the expenses paid by the local Wetlands organisations. The

forementioned local Wetlands organisations also have their own locally obtained and financed activities, without concern of the Dutch Foundation. Foundation Wetlands International has no legal obligations regarding these local projects obtained by the local Wetlands organisations. From a practical point of view the Dutch based Foundation Wetlands International can be qualified as the 'franchisor' of the local Wetlands organisations (the 'franchisees').

Use of estimations

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

Pensions

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

Results reported against 5 themes

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



INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying financial statements 2014, from page 23 up to and including page 30, of Stichting Wetlands International, Wageningen, which comprise the balance sheet as at 31 December 2014, the statement of income and expenditure for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

Management's responsibility

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

Oranje Nassaulaan 1
1075 AH Amsterdam
Postbus 53028
1007 RA Amsterdam

Auditor's responsibility

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

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KvK nummer 34374865

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the foundation's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the foundation's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements, from page 23 up to and including page 30, give a true and fair view of the financial position of Stichting Wetlands International, Wageningen, as at 31 December 2014 and of its result for the year then ended in accordance with the Guidelines for annual reporting of the Dutch Accounting Standards Board, especially Guideline 650 "Fundraising Institutions" and the Policy rules implementation WNT.

Amsterdam, 22 September 2015

Dubois & Co. Registeraccountants

Signed on original:
A.P. Buteijn RA and P.A.J.M. Bonants RA



Association Wetlands International

Annual Accounts 2014



Wetlands
INTERNATIONAL

Introduction

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

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

Financial Reserves Policy

Association and Foundation have adopted the following Reserves Policy (Decisions GMM 10.4 and SC 39.5):

- a. Association and Foundation aim for a combined Continuity reserve of 100% of annual operational costs, to be held mainly in the Association's account;
- b. this will be built up by reserving 5% of annual operational costs in the budget as of 2011 plus any surpluses occurring;
- c. the Association will also reserve € 35,000 annually for the tri-annual General Members Meetings as of 2011.

Two main reasons underpin the necessity for *Wetlands International* to hold a significant continuity reserve. In the first place, it faces a significant continuity risk as it is largely dependent upon projects funding, while it needs to maintain a significant organisational structure, including employment of permanent staff and long-term investments and obligations for its office. In the second place, in view of the considerable reliance on funding by the corporate sector, having a respectable continuity reserve is also necessary to ensure the organisation's independence and hence reputation.

In 2014 the tri-annual General Members Meeting (GMM) was held. Costs of this meeting were funded by contributions of the Dutch Ministries of Economic Affairs and of Infrastructure and Environment and by depletion of the GMM-reserve. The remainder of the reserve as per 31st December 2014 (62K) was transferred to the Continuity reserve. During 2015 and 2016 a new GMM-reserve will be created to finance the GMM planned for 2017.

Consolidated Balance sheet Association and Foundation Wetlands International

Balance sheet as per 31 December (in Euros)

	2014	2013
Assets		
Tangible fixed assets	131.010	218.688
Debtors and other receivables	4.643.744	6.362.079
Cash and Banks	<u>2.034.684</u>	<u>2.748.326</u>
	6.678.428	9.110.405
Total assets	<u>6.809.438</u>	<u>9.329.093</u>
Liabilities		
Continuity reserve	1.317.552	1.207.431
General Members Meeting Reserve	0	102.784
Other reserves (subsidiaries)	79.238	95.697
Provisions	0	0
Short-term debts	5.412.648	7.923.181
Total liabilities	<u>6.809.438</u>	<u>9.329.093</u>

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

	2014	budget 2014	2013
Income			
- Income from own fundraising	1.464.103	3.243.682	3.661.707
- Income form third-party campains	1.061.351	609.514	1.040.792
- Governmental grants	2.201.018	4.059.054	4.777.108
- Other income	105.165	614.250	76.980
Total revenue	<u>4.831.637</u>	<u>8.526.500</u>	<u>9.556.587</u>
Expenses			
- Expenses on objectives			
1. Local livelihoods	486.248	760.400	779.028
2. Biodiversity	449.302	2.031.913	2.081.692
3. Water	420.668	1.421.079	1.455.893
4. Climate	1.069.091	2.109.194	2.160.865
5. Greening the economy	<u>799.983</u>	<u>1.274.715</u>	<u>1.305.943</u>
	3.225.292	7.597.301	7.783.421
- Costs of generating funds			
Cost of fundraising	163.197	165.301	187.141
Cost of obtaining government grants	<u>54.399</u>	<u>0</u>	<u>0</u>
	217.597	165.301	187.141
- General Members Meeting 2013-2014	90.641	0	0
- Management & administration			
Cost of management & administration	1.290.771	946.098	1.303.525
Total Expenses	<u>4.824.300</u>	<u>8.708.700</u>	<u>9.274.087</u>
Result	<u>7.337</u>	<u>-182.200</u>	<u>282.501</u>
Result appropriation			
Increase/Decrease continuity reserve	110.121	167.800	247.501
Increase General Members Meeting reserve	<u>-102.784</u>	<u>35.000</u>	<u>35.000</u>
	<u>7.337</u>	<u>202.800</u>	<u>282.501</u>

Consolidated Cashflow Statement Wetlands International (in Euros)

	2014	2013
Cash flow from operating activities		
Result	7.337	282.501
Depreciation	117.276	106.837
Cash flow	<u>124.612</u>	<u>389.338</u>
Changes in work capital		
- Change in receivables	1.718.335	-1.391.578
- Change in short-term debts	<u>-2.510.532</u>	<u>1.285.213</u>
	-792.198	-106.364
- Change in continuity reserve	0	0
- Change in other reserves	-16.459	95.697
- Change in provisions	<u>0</u>	<u>0</u>
Cash flow from operating activities	-684.045	378.671
Cash flow from investing activities		
Investments in fixed assets	<u>-29.598</u>	<u>-108.982</u>
Cash flow from investing activities	-29.598	-108.982
Change in cash & banks	<u>-713.642</u>	<u>269.689</u>
Cash & banks		
- as per 1 January	2.748.326	2.478.637
- as per 31 December	<u>2.034.684</u>	<u>2.748.326</u>
Change in cash & banks	<u>-713.642</u>	<u>269.689</u>

Annual Accounts Association Wetlands International 2014

Balance sheet as per 31 December (in Euros)

	2014	2013
Assets		
Tangible fixed assets	0	0
Debtors and other receivables ⁽¹⁾	119.398	410.425
Cash and Banks ⁽²⁾	<u>987.796</u>	<u>546.645</u>
	1.107.195	957.070
Total assets	<u>1.107.195</u>	<u>957.070</u>
Liabilities		
Continuity reserve ⁽³⁾	1.039.709	848.829
General Members Meeting Reserve ⁽⁴⁾	0	102.784
Short-term debts ⁽⁵⁾	67.486	5.457
Total liabilities	<u>1.107.195</u>	<u>957.070</u>

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

	2014	budget 2014	2013
Income			
- Income from own fundraising	0	0	0
- Income from third-party campaigns ⁽⁶⁾	467.202	17.000	476.212
- Governmental grants ⁽⁶⁾	17.298	483.000	17.412
- Other income ⁽⁷⁾	54.061	8.000	9.027
Total revenue	538.562	508.000	502.652
Expenses			
- Contribution to Foundation Wetlands International ⁽⁸⁾	353.913	492.100	382.000
- General Members Meeting 2014	90.641	0	0
- Management & administration			
Cost of management & administration	5.913	8.000	11.621
Total Expenses	450.466	500.100	393.621
Result	88.095	7.900	109.030
Result appropriation			
	2014	budget 2014	2013
Increase continuity reserve	190.880	-27.100	74.030
Withdrawal from General Members Meeting reserve	-102.184	0	0
Addition to General Members Meeting reserve	0	35.000	35.000
	88.095	7.900	109.030

Budget 2015 Association Wetlands International

	2015	2014
Income		
- Income from own fundraising	0	0
- Income from third-party campaigns	17.000	17.000
- Governmental subsidies	500.000	483.000
Other income	4.000	8.000
Total revenue	521.000	508.000
Expenses		
- Contribution to Foundation Wetlands International	400.000	492.100
- General Members Meeting 2014/2013	0	0
- Management & administration		
- Costs of management & administration	11.000	8.000
Total expenses	411.000	500.100
Result	110.000	7.900
Result appropriation		
	2015	2014
Increase continuity reserve	75.000	-27.100
Increase General Members meeting reserve	35.000	35.000
	110.000	7.900

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

(1) Debtors and other receivables	31/12/2014	31/12/2013
Memberships contributions		
- Governmental contributions < 2013	1.815	13.631
- Governmental contributions 2013	51.436	29.431
- Governmental contributions 2014	90.356	65.790
- Governmental contributions 2015	47.813	0
- NGO contributions 2013	-540	-1.040
- NGO contributions 2014	228	250
Provisions for doubtful debtors	-72.533	-75.957
Total debtors	118.575	32.105
Current Account with Foundation Wetlands International	0	376.706
Interest to be received	823	1.614
Prepayments	0	0
Total	119.398	410.425

Contributions outstanding for more than 1 year are amortized.
For contributions outstanding 2 years or more, the policy is maintained to institute a provision for 100% because in practice it is impossible for the Association to enforce such payments.

(2) Cash & banks	31/12/2014	31/12/2013
Current account EUR	484.387	48.088
Deposit accounts EUR	503.409	498.557
Total	987.796	546.645

All liquidities are available on demand.

(3) Continuity reserve	31/12/2014	31/12/2013
Balance 1 January	848.829	774.799
Transfer from GMM reserve	62.143	0
Result 2014 (ex GMM costs)	128.736	74.030
Balance 31 December	1.039.709	848.829

The result in the Association's annual account is added/subtracted from the continuity reserve, in accordance with the organisation's reserves policy as annexed. In 2014 an extra subsidy of € 53.913 was granted to the foundation for branding and strategic resource development.

(4) General members meeting reserve	31/12/2014	31/12/2013
Balance 1 January	102.784	67.784
Dotation	0	35.000
Withdrawal GMM costs	-40.641	0
Withdrawal surplus transfer to continuity reserve	-62.143	0
Balance 31 December	0	102.784

Yearly a fixed amount is added to this reserve in order to cover the costs of the, relatively expensive face-to-face General Members Meeting in the years (latest in 2014, next in 2017).

(5) Short term debts	31/12/2014	31/12/2013
Other liabilities	5.455	5.457
In advance received donor funds	47.813	0
Current Account with Foundation Wetlands International	14.218	0
Total	67.486	5.457

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

(6) Income	31/12/2014	31/12/2013
Income consists of membership contributions from NGO members and Governmental members		
Governmental members 2013	0	15.423
Governmental members 2014	467.202	460.789
	467.202	476.212
NGO members 2013	0	0
NGO members 2014	17.298	17.412
	17.298	17.412
Total	484.500	493.624

(7) Other income	31/12/2014	31/12/2013
Interest income	4.061	9.027
Governmental subsidy GMM	50.000	0
Total	54.061	9.027

(8) Contribution to Foundation Wetlands International	31/12/2014	31/12/2013
Organisational subsidy	200.002	215.707
Subsidy Biodiversity projects	99.998	104.293
Additional subsidy Branding	33.913	29.000
Additional subsidy Strategic Resource Development	20.000	33.000
Total	353.913	382.000

General Accounting Principles

The financial statements are prepared according to the following principles:

General

The annual accounts 2014 have been drawn up according to generally accepted accounting principles in the Netherlands and RJ 650 for Fundraising organisations. Assets and liabilities in the balance sheet are valued at nominal value. Cash and bank balances are freely disposable, unless stated otherwise. Transactions in foreign currencies are recorded using the rate at the time of the transaction. Assets and liabilities denominated in foreign currency are converted at the exchange rate at the year-end. Income and expenditure are accounted for in the year the obligations are related to. Costs are determined in accordance with the accounting policies applied to the balance sheet. Accounting principles for the different elements of balance sheet and statement of income and expenditure are explained in the notes.

Provisions

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

Use of estimations

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

Principles of consolidation

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

INDEPENDENT AUDITOR'S REPORT

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

We have audited the accompanying financial statements 2014, from page 32 up to and including page 38, of Vereniging Wetlands International, Wageningen, which comprise the consolidated and company balance sheet as at 31 December 2014, the consolidated and company statement of income and expenditure for the year then ended and the notes, comprising a summary of the accounting policies and other explanatory information.

Management's responsibility

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

Auditor's responsibility

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

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error.

In making those risk assessments, the auditor considers internal control relevant to the association's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the association's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

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

Opinion

In our opinion, the financial statements, from page 32 up to and including page 38, give a true and fair view of the financial position of Vereniging Wetlands International, Wageningen, as at 31 December 2014 and of its result for the year then ended in accordance with the Guidelines for annual reporting of the Dutch Accounting Standards Board, especially Guideline 650 "Fundraising Institutions", and the Policy rules implementation WNT.

Amsterdam, 22 September 2015

Dubois & Co. Registeraccountants

Signed on original:

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

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List of Projects 2014

#	Project description	Project Expenditure 2014 Global Organisation (EUR)	Project Expenditure 2014 Foundation only (EUR)	Total Project Budget (EUR)	Start Date	End Date	Donor	Implementation Partners	Location	% of funds to theme					offices by which the project is implemented											
										Livelihoods	Biodiversity	Water	Climate	Greening the Economy	Argentina	China	Guinee Bissau	Indonesia	India	Japan	Kenya	Mali	Malaysia	Philippines	Netherlands	Panama
Own fundraising																										
1	Niger Delta – Sustainable Biodiversity Livelihoods Project – Phase 2 Sustain and restore biodiversity and wetland ecosystems that sustain communities in the Niger Delta through an integrated approach linking poverty and environmental degradation.	18.632	18.632	1.866.977	01/01/2013	01/01/2016	Shell		Niger delta, Nigeria	50				50						*		*		*		
2	Brunei – Biodiversity Action Plan for the on-shore footprint of BSJV Develop a Biodiversity Action Plan (BAP) for the onshore footprint of Shell in Brunei (BSJV) and a pilot communication programme to prevent peat fires.	7.501	7.501	344.451	02/09/2012	31/05/2014	Shell in Brunei (BSJV)		Brunei		10		20	70							*		*			
3	Canal Blocking along Lumut Pipeline	17.000			01/11/2004	30/06/2015	Brunei LNG		Brunei					100								*				
4	IWC MAVA Strengthening the International Waterbird Census in the African-Eurasian Flyway through technical development and capacity building (combined with above).	52.283	52.283	344.451	01/03/2012	31/08/2014	MAVA Foundation				100											*		*		
5	Peatland ecosystem rehabilitation	200.349	200.349	270.756	01/04/2010	31/03/2014	Permian Global		Indonesia, Malaysia, Brunei				100				*			*		*				
6	Mangrove Capital Focus on the sustainability of shrimp farming and ecosystem-based coastal defence. Provide a baseline on the status and distribution of mangroves across Indonesia. This knowledge is translated into policy briefs, online mapping applications, tool development and scenario analyses. We engage with private sector and government bodies and encourage them to improve mangrove management and thus create a basis for economic prosperity.	134.429	134.429	397.236	01/09/2011	30/11/2014	Adessium		Indonesia				80	20			*					*				
7	From the Arctic to Africa: connecting wetlands and people The project supports the flyway-scale conservation of migratory waterbirds by developing long-term conservation and wise use strategies, identifying internationally important sites, training site managers and facilitating twinning between key sites.	30.283	30.283	667.000	01/08/2012	31/07/2015	Arcadia Fund		Russia, Senegal	20	80											*		*	*	
8	Shell Base Program of the partnership to manage and coordinate the relationship between the two partners, develop knowledge and identify new opportunities, communicate and advocate and develop our organisation.	318.198	318.198	1.481.460	01/01/2013	01/01/2016	Shell		global					100	*	*	*	*	*	*	*	*	*	*	*	
9	Mangrove Capital - Waterloo Foundation This project is an extension of Mangrove Capital phase I, see above.	12.967	12.967	50.000	01/01/2013	01/04/2013	Stichting Otter Fonds	The Nature Conservancy, Wageningen University, Deltares	Global (component 2 ext.), Central Java (component 4 ext.), East Java (component 8 ext.)					100			*					*				
10	Building with Nature Reduce greenhouse gas emissions from hydrological works through Building with Nature principles.	8.685	8.685	50.000	01/01/2013	31/12/2017	Ecoshape	van Oord, Boskalis	Indonesia					100			*									
11	Mitigating Impact from Pulp and Peatlands Enhanced sustainability of the pulp and paper industry involving the reduction of its environmental impacts on peatlands, to reduce its carbon footprint, address soil subsidence issues and stop the loss of biodiversity through consensus on and implementation of a roadmap for sustainable pulp wood production by industry and government.	152.756	152.756	188.947	01/12/2013	31/05/2015	Climate and Land Use Alliance (CLUA)	Deltares Indonesia	Indonesia				50	50			*									
12	Membership of Biodiversity and Livelihood Advisory Committee for the Murchison Falls project of Total E&P in Uganda.	29.844	29.845	82.335	01/01/2014	31/12/2016	Total Uganda			25	25			50												
13	Wetlands Vision	66.416	66.417	146.545	14/02/2014	30/11/2015	SarVision						100				*									
14	Oil Sands Phase 2 Develop a practical tool that can reduce the loss of wetland value by identifying and quantifying the need and options for avoidance, mitigation, compensation and reclamation measures for the oil sands industry. This phase builds on the work in phase one. It develops a tool to translate accumulated baseline data into an input into planning processes and development decisions.	130.157	130.157	130.157	01/01/2014	31/07/2014	Shell	Co-Capacity BV	Canada (Alberta) and the Netherlands					100								*				
15	Majnoon-Iraq To achieve sustainable operations and exploitation in the Majnoon oil field development in Iraq and sustainable management of wetland resources by contributing expertise on wetlands, their services and values. To support Shell in sustainably managing and contributing to the restoration of the marshes the Majnoon field is part of, in particular the Al Hawizeh Ramsar site. To raise awareness of the global and national importance of the Hawizeh Marshes and the need for wise use through outreach and communication with all stakeholders. To strengthen Iraqi institutions and contribute to capacity building.	144.537	144.537	144.537	01/01/2014	31/12/2014	Shell		Iraqi Marshlands in South Iraq, including the Majnoon Oilfield and the Al-Hawizeh Ramsar site	5	10	10		75								*				

List of Publications 2014

Available from Head Office

Title	Authors	Link to website
Results of an Odonata survey carried out in the peatlands of Central Kalimantan, Indonesia, in 2012. In: Faunistic Studies in South-east Asian and Pacific Island Odonata. (Vol 7: pp 1-37)	Dow, R.A. & M.J. Silvius	
A sustainable solution for massive coastal erosion in Central Java	Han Winterterp, Bregje van Wesenbeeck, Jan van Dalssen, Femke Tonnejck, Apri Astra, Stefan Verschure and Pieter van Eijk	http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3614/Default.aspx
Soy entering valuable wetlands of Argentina		http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3682/Soy-entering-valuable-wetlands-of-Argentina.aspx
Mudbank: Responsible business supporting biodiversity and flyway conservation		http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3662/Mudbank.aspx
Keep it fresh or salty. An introductory guide to financing wetland carbon programs and projects		http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3659/Keep-it-fresh-or-salty.aspx
Position paper: Accounting for peatland hotspots in the new climate agreement		http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3657/Default.aspx
The Role of Mangroves in Fisheries Enhancement	James Hutchison, Mark Spalding and Philine zu Ermgassen	http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3656/Default.aspx
Next steps for RSPO in relation to peatlands		http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3651/Next-steps-for-RSPO-in-relation-to-peatlands.aspx
Subsidence of peat soils in South-East Asia – Flooding risks in Sarawak. Factsheet and case study summary		http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3650/Default.aspx
Mangroves for coastal defence: Guidelines for coastal managers & policy makers	Mark Spalding, Anna Mclvor, Femke Tonnejck, Susanna Tol and Pieter van Eijk	http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3649/Mangroves-for-coastal-defence.aspx
Soy Barometer 2014	Both ENDS, IUCN NL, Friends of the Earth the Netherlands, Natuur&Milieu, OxfamNovib, Solidaridad, Wetlands International and WWF	http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3647/Soy-Barometer-2014.aspx
Partnering for Sustainable Business		http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3630/Partnering-for-Sustainable-Business.aspx

Available from Head Office

Title	Authors	Link to website
Documentary Building with Nature	INFIS, Deltares, MMAF & Wetlands International	www.wetlands.org/buildingwithnature/documentary

Available from EU Office

Title	Authors	Link to website
A pilot wintering waterbird indicator for the European Union	Szabolcs Nagy, Tom Langendoen, Stephan Flink	http://europe.wetlands.org/WatchandRead/tabid/3631/mod/1570/articleType/ArticleView/articleId/3711/Default.aspx
Towards sustainable management of huntable migratory waterbirds in Europe	Madsen, J., Guillemain, M., Nagy, S., Defos du Rau, P., Mondain-Monval, J-Y., Griffin, C., Williams, J.H., Bunnefeld, N., Czajkowski, A., Hearn, R., Grauer, A., Alhainen, M. & Middleton, A	http://europe.wetlands.org/WatchandRead/tabid/3631/mod/1570/articleType/ArticleView/articleId/3709/Default.aspx
FLUVIAL TERRITORY: Restoration space	Alfredo Ollero, Askoa Ibisate and Josu Elso	http://europe.wetlands.org/WatchandRead/tabid/3631/mod/1570/articleType/ArticleView/articleId/3674/FLUVIAL-TERRITORY-Restoration-space.aspx
RIVER SINUOSITY INDEX: Geomorphological characterisation	Jesús Horacio	http://europe.wetlands.org/WatchandRead/tabid/3631/mod/1570/articleType/ArticleView/articleId/3675/Default.aspx
CHANNEL GRADIENT: Calculation process using GIS	Jesús Horacio	http://europe.wetlands.org/WatchandRead/tabid/3631/mod/1570/articleType/ArticleView/articleId/3676/Default.aspx
WHAT IS RIVER RESTORATION?	Iberian Centre for River Restoration	http://europe.wetlands.org/WatchandRead/tabid/3631/mod/1570/articleType/ArticleView/articleId/3677/WHAT-IS-RIVER-RESTORATION.aspx
HOW CAN A RIVER BE HYDROLOGICALLY RESTORED?	Fernando Magdaleno Mas	http://europe.wetlands.org/WatchandRead/tabid/3631/mod/1570/articleType/ArticleView/articleId/3678/HOW-CAN-A-RIVER-BE-HYDROLOGICALLY-RESTORED.aspx
ECOSYSTEM SERVICES AND RIVER RESTORATION	Evelyn Garcia Burgos and Jordi Honey-Rosés	http://europe.wetlands.org/WatchandRead/tabid/3631/mod/1570/articleType/ArticleView/articleId/3679/ECOSYSTEM-SERVICES-AND-RIVER-RESTORATION.aspx
FISH PASSES: fish ladders and other pass systems	Francisco Javier Sanz, Francisco Javier Bravo, Juan Francisco Fuentes, Jorge Ruiz, Ana García, Nuria Ramos, Víctor M. Salgado and Andrés Martínez de Azagra	http://europe.wetlands.org/WatchandRead/tabid/3631/mod/1570/articleType/ArticleView/articleId/3680/Default.aspx

Available from Indonesia office

Title	Authors
Redesain Kondisi Ekologis Pertambakan Berdasarkan Prinsip-prinsip Aquaculture Stewardship Council dan Estimasi Cadangan Karbon Mangrove. Studi Kasus Wilayah Pertambakan Pulau Penti Delta Mahakam, Desa Sepatin, Kecamatan Anggana, Kabupaten Kutai Kartanegara, Provinsi Kalimantan Timur	Ilman, M., Rahadian, A., Gumilang, R.S.
Buku Peta Kawasan Pertambakan dan Ekosistem Mangrove di Pulau Penti, Delta Mahakam, Desa Sepatin, Kecamatan Anggana, Kabupaten Kuta Kartanegara, Provinsi Kalimantan Timur	Rahadian, A.
Kajian Lingkungan dan Sosial Ekonomi dalam Perencanaan Program Rehabilitasi dan Pemberdayaan Masyarakat di Gampong Layeun, NAD	I.T. Wibisono, Rahadian, A. Kuswantoro

Available from Indonesia office

Title	Authors
Buku Naskah Ilmiah: Pengendalian Drainase Gambut di Kawasan Penyangga Budidaya Terbatas	L. Budi Triadi, Maruddin F. Marpaung (Kementerian PU). Editor Nyoman Suryadiputra
Tulisan tentang kebakaran hutan gambut, kearifan lokal BEJE, dan restorasi dan rehabilitasi lahan gambut melalui penyekatan parit (Ekspedisi Geografi Indonesia – BIG)	Nyoman Suryadiputra, Triana
Warta Konservasi Lahan Basah / Wetlands newsletters Vol 22 no 1-3	Nyoman Suryadiputra, Triana
Kegiatan hybrid engineering di pesisir Desa Timbulloko, Kabupaten Demak (proses editing) (video)	INFIS
Poster A0 & A2 "Oil Palm Plantation in Peatlands – Be aware!!" (RSPO-Malaysia)	Nyoman Suryadiputra, Triana
Poster A0 & A2 "Canal blocking – rewetting of drained peatlands" (RSPO-Malaysia)	Nyoman Suryadiputra, Triana
Pelatihan Pemetaan Ekosistem dan Rehabilitasi Pantai Berbasis Masyarakat di kabupaten Sika dan Lambata Provinsi Nusa Tenggara Timur	I.T.C. Wibisono, A. Rahadian, R.S. Gumilang
Kajian Baseline Ekosistem Mangrove di desa desa di Kabupaten Pohowato dan Bolaang Mangondow selatan	Rahadian, A
Community Vulnerability and Capacity Aseessment in the Contex of Disaster Risk Reduction. Case Studies of Villages in kabupaten Sikka. kabupaten Ende and Kota Serang	Lestari, T.A
Flyer "Persemaian dan Penanaman Mangrove (Re-print)"	I.T.C. Wibisono, Eko B. P., dan INN Suryadiputra
Keterlibatan masyarakat dalam pengelolaan pesisir dan laut. Studi kasus: kawasan perlindungan pesisir Desa Timbulloko, Kecamatan Sayung, Kabupaten Demak	Apri, Etwin, Arief M.H., Bagus M.

Available from Argentina office

Title	Authors	Link to website
Lineamientos para una ganadería ambientalmente sustentable en el Delta del Paraná (Guidelines for an environmental and sustainable cattle-raising in the Parana Delta) ISBN 978-987-29811-3-6	Rubén D. Quintana, Roberto F. Bó, Elizabeth Astrada & Cecilia Reeves	http://lac.wetlands.org/Publicaciones/Nuestraspublicaciones/tabid/3079/mod/1570/articleType/ArticleView/articleId/3661/Default.aspx
Agua, soja y humedales: aportes hacia un manejo responsable (factsheet "Water, soy and wetlands")	Marta Andelman, Carmen Penedo, Daniel Blanco y Jan Heinrich	http://www.wetlands.org/WatchRead/Currentpublications/tabid/56/mod/1570/articleType/ArticleView/articleId/3581/Agua-soja-y-humedales.aspx
Estrategias de conservación de la biodiversidad en bosques plantados de salicaceas del Bajo Delta del Paraná (Biodiversity conservation strategies in afforestations of the Lower Parana Delta) – Participation as partner ISBN 978-987-521-466-8	Natalia Fracassi, Rubén Quintana, Javier Pereira, Gerardo Mujica y Roberto Landó	http://lac.wetlands.org/Noticias/tabid/999/ID/4001/Presentacion-del-libro-Estrategias-de-Conservacion-de-la-Biodiversidad-en-Bosques-Plantados-de-Salicaceas-del-Bajo-Delta-del-Parana.aspx

Available from Panama office

Title	Authors	Link to website
Resiliencia: el papel de los servicios ecosistémicos en sociedades y paisajes cambiantes	Jiménez, A.	http://lac.wetlands.org/resilienciayecosistemas
Módulo de Apoyo Metodológico de Manejo y Restauración de Ecosistemas	Cruz Roja Guatemalteca, CARE Guatemala, Asociación Vivamos Mejor, Cordaid, Cáritas Diócesis de Zacapa, Red Cross Red Crescent Climate Center, Wetlands International	http://lac.wetlands.org/moduloseducativos
Módulo de Apoyo Metodológico para fortalecer la Resiliencia	Cruz Roja Guatemalteca, CARE Guatemala, Asociación Vivamos Mejor, Cordaid, Cáritas Diócesis de Zacapa, Red Cross Red Crescent Climate Center, Wetlands International	http://lac.wetlands.org/moduloseducativos
Módulo de Apoyo Metodológico de Adaptación al Cambio Climático	Cruz Roja Guatemalteca, CARE Guatemala, Asociación Vivamos Mejor, Cordaid, Cáritas Diócesis de Zacapa, Red Cross Red Crescent Climate Center, Wetlands International	http://lac.wetlands.org/moduloseducativos
Módulo de Apoyo Metodológico de Reducción del Riesgo a los Desastres	Cruz Roja Guatemalteca, CARE Guatemala, Asociación Vivamos Mejor, Cordaid, Cáritas Diócesis de Zacapa, Red Cross Red Crescent Climate Center, Wetlands International	http://lac.wetlands.org/moduloseducativos
El Agua y los Bosques en la Parte Alta de la Sierra del Merendón	Partners for Resilience Guatemala	http://lac.wetlands.org/merendon
Establecimiento de la Zona de Amortiguamiento (ZA) del Área de Recarga Hídrica La Guata	Wetlands International Nicaragua	http://lac.wetlands.org/laguata
Plan Estratégico de la Mesa de Diálogo y Planificación Estratégica Mancomunada de Cambio Climático y Género Región Oriente 2014-2018	Partners for Resilience Guatemala, Mancomunidad de Nor Oriente, Mancomunidad Montaña El Gigante	http://lac.wetlands.org/mesamancomunada
Restauración ecológica para bosques secos	Partners for Resilience Guatemala	http://lac.wetlands.org/bosqueseco

Available from Japan office

Title	Authors	Link to website
Wetland Culture in East Asia, ISBN 978-4-9908205-0-3	Sasagawa Koichi, Natori Yoshihiro, Joo Gea-Jae, Chen Kelin, Sansanee Choowaew, Sasaki Miki	
Japanese localisation of WWD 2015 poster	Original poster produced by the Ramsar Secretariat	
Tidal flat Benthos Survey Guidebook – Eastern Japan edition	Takao SUZUKI, Shouich KIMURA, Taeko KIMURA	

Available from China office

Title	Authors	Link to website
Wetlands Newsletter	WI-China	www.wetwonder.org
Ichthyaetus relictus Research and Conservation, ISBN 978-7-5038-7449-9)	Miao Chunlin	

Web and social media analytics

In 2014 we received 146,451 unique visitors to our website, a growth of 12% from 2013. This increase was also visible through our various social media channels. The Wetlands International Facebook Page, which was launched in 2013, generated 1333 likes, three times that of the previous year, and our following on Twitter increased by 66%, from 2400 to 3620. Our Global Newsletter subscribers increased from 2000 to 2500 with an increase in readership to 24.4%, which exceeds industry standards for the non-profit sector.

Supervisory Council & Board of Association

As per 31 December 2014, the Supervisory Council of the Foundation and the Board of the Association of Wetlands International had the following members.

Members of Supervisory Council of the Foundation and the Board of the Association

Accession, or reappointment in	Members	Resignation, resp. reappointment in	Supervisory Council	Board of Association	Main position	Other positions
2014	Mr Jan Ernst de Groot (2 nd term)	2015	Chair	Chair	General Counsel and Managing Director Legal. Public Affairs and Corporate Responsibility, TNT-Express	<ul style="list-style-type: none"> - Chairman of the Supervisory Council, HIVOS - Member of the Board of Directors, Salzburg Global Seminar - Member of the Advisory Board, Landschap Noord-Holland - Member of the Advisory Board, Staatsbosbeheer - Ambassador, Platform Biodiversity Ecosystems and Economy, VNO NCW - IUCN
2015	Mr Harry Dijkema (2 nd term)	2016	Member (Vice Chair)	Treasurer	Supervisor public/private organisations & Advisor	<p>Supervisory Board:</p> <ul style="list-style-type: none"> - Member, Afvalzorg NV te Nauerna, Assendelft and Member of the Auditing Committee - Chair, RegioCollege Zaandam, vocational education - Member, Beheer Flevoland Participaties BV - Member, OMALA (Development Corporation Almere Lelystad Airport) - Member, Medrie. Zwolle - Member, Omroep Flevoland, Lelystad - Chair, Het Flevolandschap <p>Executive Board:</p> <ul style="list-style-type: none"> - Vice-Chair, Prins Bernhard Cultuurfonds Flevoland - Secretary to the Board, De12Landschappen - Treasurer, RDIJ-award Foundation - Treasurer, Corrosia. Almere Haven - Vice-Chair, VVD Kamercentrale Flevoland - Member, Committee of Recommendation La Mascotte, Opera- en operettevereniging Emmeloord en AJSO Almere

Accession, or reappointment in	Members	Resignation, resp. reappointment in	Supervisory Council	Board of Association	Main position	Other positions
2014	Prof Dr Noelle Aarts (2 nd term)	2017	Member	Member	- Associate Professor Communication Strategies, Wageningen University - Professor Strategic Communication (LOGEION chair), Amsterdam School of Communications Research, University of Amsterdam	-
2013	Dr Gonzalo Castro de la Mata (2 nd term)	2016	Member	Secretary	Chairman, World Bank Inspection Panel	-
2015	Dr Kathy Mackinnon (2 nd term)	2018	Member	Member	Deputy Chair IUCN World Commission on Protected Areas	- Board Member, Botanic Gardens Conservation International - Member, Cambridge Conservation Science Group, University of Cambridge
2012	Dr Dan Martin (1 st term)	2015	Member	Member	Consultant, Climate Reality Project	- Chairman, Phelps Stokes Fund - Co-Chairman, Strategic Planning Committee. Environmental Film Festival - Board member, Costa Rica-USA Foundation - Vice Chairman, Amigos of Costa Rica - Board member, Conservación Osa - Board member, Micronesia Conservation Trust - Secretary, Nature Turkiye Foundation - Advisory Board member, The Ocean Foundation Life Trustee, Knox College
2014	Dr Eliot Taylor	2017	Member	Member	Team Leader, Mott MacDonald Malawi Ltd Director, Mott MacDonald Blantyre Ltd.	

Accession. or reappointment in	Members	Resignation. resp. reappointment in	Supervisory Council	Board of Association	Main position	Other positions
Observers						
	Drs Rob van Brouwershaven (Alternate: vacant)		Observer (of the Host Country)	Observer	Manager, Nature and Biodiversity Department, The Netherlands Ministry of Economic Affairs	-
2014	Mr Chris Briggs		Observer (of the Secretariat of the Ramsar Convention on Wetlands)	Observer	Secretary General, Secretariat of the Ramsar Convention on Wetlands	-

Counsellors of Honour

Luc Hoffmann
Chris Kalden
Michael Moser
Max Finlayson
Stewart Morrison

Management Board of the Foundation

Name	Function
Ms Jane Madgwick Other positions:	Chief Executive Officer, Wetlands International, the Netherlands Member of the Governing Body, Wetlands International South Asia Soc., India Council member, Wetlands International, Malaysia Council member, Fundacion para la Conservacion y el Uso Sustentable de los Humedales, Argentina Chair, Wetlands International, European Association, the Netherlands
Ms Josje Reinartz	Chief Operations Officer, Wetlands International, the Netherlands

Members of the Association

Countries

Argentina	Estonia	Malaysia
Austria	Finland	Netherlands
Belgium	Germany	Norway
Benin	Greece	Pakistan
Bulgaria	Hungary	Slovakia
China	India	Slovenia
Denmark	Ireland	Sweden
Ecuador	Kenya	Switzerland

NGOs (Non Governmental Organisations)

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

Offices and their directors

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Partnerships

- African-Eurasian Waterbird Monitoring Partnership
- Avian Influenza Task Force (Scientific Task Force Avian Influenza and Wild Birds)
- Bogor Agricultural University, Indonesia
- Climate Action Network
- Coalition of NGOs cooperating on European Biofuels
- Deltares
- Dutch WASH Alliance: consortium of Simavi, Akvo, AMREF Netherlands, ICCO, RAIN, WASTE & 6 thematic partners
- East Asian – Australasian Flyway Partnership (EAAFP)
- EcoShape Consortium
- Ecosystem Alliance: Both Ends, IUCN NL
- Ecosystem Climate Alliance (ECA): Australian Orangutan Project, Environmental Investigation Agency (EIA), Forests of the World, Global Witness, Humane Society, Rainforest Action Network (RAN), Rainforest Foundation Norway, Rainforest Foundation UK and the Wilderness Society
- European Habitat Forum: alliance of major European NGOs (IUCN, WWF, BirdLife International, CEEWEB) with interest in the EU Biodiversity Policy
- Food and Agriculture Organisation
- Foundation for Responsible Peat
- Indonesian Government Centre for Marine Resource Survey
- Indonesian Ministry of Forestry
- Mangroves for the Future
- Mediterranean Wetlands Observatory
- MedWet
- Migratory Birds for People Programme: Staatsbosbeheer (NL) and Wetlands Link International (WLI – UK)
- Michael Succow Foundation
- Ministry of Marine Affairs and Fisheries, Indonesia
- Netherlands Water Partnership
- Nile Basin Initiative
- Partners for Resilience: Red Cross, Cordaid, RCCC and CARE
- Partos
- Partnership for Environment and Disaster Risk Reduction (PEDRR)
- Permian Global
- Reducing Emissions from Deforestation and Degradation (REDD) – platform Netherlands
- Regional Program for Conservation of the Coastal and Marine Zone of West Africa (PRCM): WWF, IUCN, CSRP and FIBA
- Schokland Treaty: 15 partners from private sector, NGOs, donors and the government of the Netherlands
- Shell
- The Nature Conservancy
- Total Exploration and Production Uganda
- Wageningen University
- Wings Over Wetlands Partnership for Conservation of Migratory Birds and their Habitats: Birdlife International, African Eurasian Waterbird Agreement Secretariat, Ramsar Convention Secretariat and UNEP-WCMC

Associate Experts

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Szabolcs Nagy
Tim Dodman
Tim Jones
Tunde Ojei
Wim Giesen

Specialist Groups

Cormorant Specialist Group
Crane Specialist Group
Divers / Loons Specialist Group
Duck Specialist Group
Flamingo Specialist Group
Freshwater Fish Specialist Group
Goose Specialist Group
Heron Specialist Group

Stork, Ibis & Spoonbill Specialist Group
Swan Specialist Group
Threatened Waterfowl Specialist Group
Wader Specialist Group
Waterbird Harvest Specialist Group
Wetland Restoration Specialist Group
Woodcock & Snipe Specialist Group

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

Donors

Intergovernmental organisations and international initiatives

Critical Ecosystems Partnership Fund
European Union
Humanitarian Innovation Fund
Global Environment Facility
Ramsar Convention Secretariat
United Nations Environment Programme (UNEP)
United Nations Development Programme (UNDP)
World Tourism Organisation (UNWTO)
World Bank

Governments

CIDA
Canadian Wildlife Service
China Ministry of Environment
China Fujin City Government
Danida
Embassy of the Kingdom of the Netherlands in Bamako
Embassy of the Kingdom of the Netherlands in Dakar
Embassy of the Kingdom of the Netherlands in Moscow/
Matra Programme
French Ministry of Ecology and Sustainable Development
Forestry Department Malaysia
German Federal Ministry for the Environment, Nature
Conservation and Nuclear Safety
German Forest Service
Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)
(Germany)
International Development Research Centre (Canada)
Japan Fund for Global Environment (JFGE)
Japan Ministry of the Environment
Kreditanstalt für Wiederaufbau (KfW)
National Hydraulic Institute Malaysia
Netherlands Ministry of Foreign Affairs (DGIS)
Norwegian Agency for Development Cooperation (Norad)
Senegal Government
Swiss Federal Office of the Environment (FOEN)
Swedish International Development Cooperation (SIDA)

Private sector Corporations

Antea
Danone Argentina
Dutch Postcode Lottery
Environmental Resources Management (M) Private Limited
Permian Global
PT MUARA WISESA SAMUDRA

Trusts & Foundations

Adessium Foundation
Arcadia Fund
AVINA Americas
Climate and Land Use Alliance – Indonesia programme
Synchronicity Earth
Stichting Otter Fonds
MAVA Foundation
RHP Foundation
Tejcheve Foundation

Non-governmental organisations

BirdLife International
Deltares
IUCN National Committee of the Netherlands
Michael Succow Foundation
WWF China

Corporate Social Responsibility

Wetlands International strives to act in her daily operations in a sustainable and socially responsible way. In our office in the Netherlands, we stimulate our employees to use public transport and all flights booked are compensated for their CO₂ emission. In 2013 300,652 ton CO₂ emission has been compensated with Gold standard credits according to the Golden Standard of the Climate Neutral Group. This is a reduction of almost 80 tons due less flight bookings. Besides offsetting CO₂ emission, we also work to reduce our ecological footprint. With the launch of our new visual identity we have tried to publish as much as possible our revised

communication materials online and only essential stationary material has been printed. We have increased the use of e-meetings and online seminars. This contributed to a reduction in the amount of air travel needed.

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



Restoring life to the desert in Senegal

Stay in touch

Receive our news:
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For more information:
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