



**Wetlands**  
INTERNATIONAL

## **Annual Review and Accounts 2018**

### **Annexes**

This document is an annex to the document "The Source, 2018 annual review of Wetlands International"

This annex contains the detailed description of the organization structure and function as well as the detailed financial accounts of:  
Foundation Wetlands International (NL) and  
Wetlands International, Global Association

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# Functioning of the organisation

## Our structure

### Network Organisation

Wetlands International is an independent global network organisation of 21 offices which share the name and brand “Wetlands International”, safeguard one reputation, implement a joint Strategic Intent and adhere to a common set of organisational policies.

### Legal basis

Several offices, including the Global Office based in Ede-Wageningen, the Netherlands (registered as *Foundation Wetlands International*), have an independent legal status in their country of operation. Such Offices usually have a local Board, comprised of (un-paid) members with complementary skills, experience and contacts, that are well-placed to represent country and/or regional interests. Other offices are registered as sub-offices of a Regional Office, operate under hosting agreements with other organizations, or are in the process of becoming independent legal entities.

Offices are bound to the global network organisation by an internal agreement that stipulates the requirements an entity needs to comply with in order to be part of the Wetlands International network. The Head of Office is hired by its local board which advises and supports the Head on opportunities and risks in the country or region. Depending on the local legal status, the Board (or membership) approves the Office’s annual accounts and other official documents prepared by the Office Head and team.

### Network Management

A Global Board, consisting of the Wetlands International CEO and the Heads of Offices, is responsible for multi-year strategy, priority setting and decisions on thematic, programmatic and institutional issues.

The Global Board delegates regular decision-making to the Network Management Team that oversees common policies, tools and guidelines, annual planning and decisions about programmatic priorities in line with the Strategic Intent. Members of the Network Management Team are the CEO and 8 staff drawn from among Office Heads and key Global Office functions.

The Global Board meets annually and the Network Management Team meets every 2 months on average.

### Global Office

The Global Office, based in the Netherlands and led by the CEO, has a representation, communications, technical support and fundraising function for the Network and is

responsible for keeping the daily work of the Network aligned with decisions taken by the Network Management Team and Global Board.

The CEO, appointed by the Global Office's Supervisory Council (see Governance below), has a key leadership function in that s/he ensures the consistency of direction and decision making across the entire Network and its various entities.

External accountants annually audit the financial situation of the Global Office and evaluate the organisational set up, processes and risks. The Supervisory Council ensures that the CEO acts on advice provided by the accountants in their annual Management Letter.

The Global Office has its own terms and conditions of employment and salary scale. Salaries are benchmarked every 4 years, to compare salaries with similar not for profit organisations. The remuneration of the CEO is part of that system.

## Governance

Wetlands International has two complementary forms of governance.

### Association of Members

Wetlands International has 37 member organisations, governmental and non-governmental (see page 59 for a list of members), that form together the Association Wetlands International. The main governance function of the Association is to adopt the organization's Strategic Intent. This is the organization's 10 year global strategy that is reviewed and renewed every five years in consultation with members and other stakeholders. Members of the Association pay membership fees that contribute to implementation of the strategy and contribute to strategic investments in the organisation. The Association has a Board (see Supervisory Council below) that oversees the management of the Association and the use of its resources in line with its objectives.

### Supervisory Council

Wetlands International is governed by an unpaid [Supervisory Council](#)<sup>1</sup> of nine members who also constitute the **Board of the Association**. Members of the Supervisory Council are appointed from a range of professional backgrounds relevant to the functioning of Wetlands International.

The current composition of the Supervisory Council (and Association Board) is provided on page 56.

The main responsibilities of the Supervisory Council are to:

- Approve key decisions, proposed by the CEO and Management Team, relating to the Annual Review and (externally audited) Annual Accounts, the organization's Work Plan, Budget and its Strategic Partnerships.

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<sup>1</sup> The tasks the Supervisory Council are defined in the Articles of Association of the Foundation Wetlands International

- Oversee the management of risks and opportunities.
- Monitor progress and developments towards the goals of the Strategic Intent
- Assess the performance of the CEO
- Advise the CEO and Management Team on strategic issues and institutional development.

## Local Boards

In cases where Offices have an independent legal status, they have a Board that is set-up in accordance with Wetlands International criteria and in line with the local legal setting. To ensure integrity and alignment with the strategy and organisational interests, the CEO (or her representative), is a member of the local board.

## Achieving our objectives

The 10 year Strategic Intent provides direction for the Wetlands International network. The Strategic Intent is reviewed every 5 years and adjusted in consultation with members and stakeholders.

All Offices contribute to the overall goals and stream strategies in line with the local context where they operate and the expertise of their team. Their contribution is set-out in regional and national strategies.

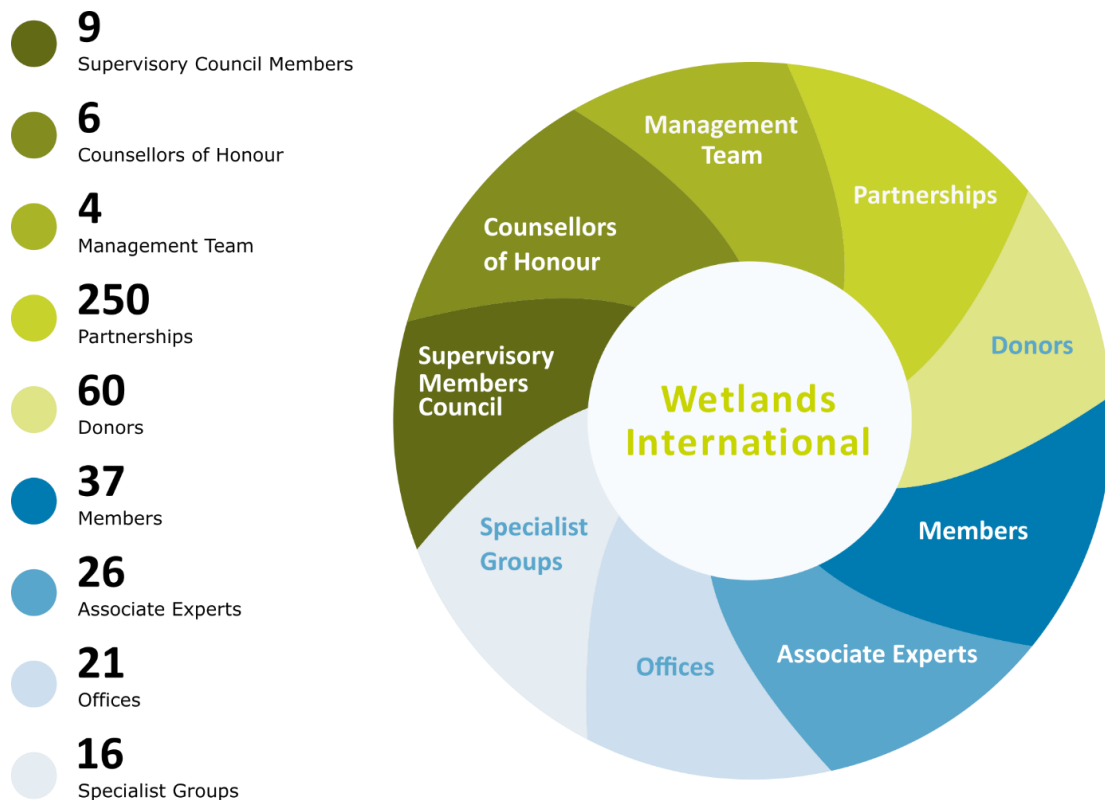
Each year Wetlands International translates these strategic priorities into an annual workplan and budget that are approved by the Supervisory Council.

Results that contribute to the ambitions of the Strategic Intent are delivered through programmes and projects that vary in length from several months to 10 years. Our Project List provides an overview of the main international projects implemented in 2018. Funding sources for these projects is obtained largely from governmental programmes, private foundations as well as from member contributions.

Implementation of larger projects usually involves cooperation among several Wetlands International Offices and a range of local partners organizations and experts. In its approach Wetlands International aims to build the capacity of local civil society organizations to advocate for changes in policy and practice among government agencies and companies. This helps to ensure the sustainability of results achieved for the conservation, restoration and effective management of wetlands.

## Engaging stakeholders

The strength of the Wetlands International network is more than the sum-total of its Offices. Through working with influential partners, donors and members and by connecting with network of expertise, we can achieve more results towards our Strategic intent. Members, in particular, provide long-term support and strategic guidance to the organization and are engaged through an annual members' meeting and via regular progress updates.



As well as supporting civil society, Wetlands International work in partnership with governmental agencies, foundations and companies to contribute to our Strategic Intent. Our partnership policy lays down principles that guide why and how relationships are developed and managed. The basis of this is working on an equal basis to achieve mutually agreed objectives, with distinct contributions from each partner. Partnerships with international companies are approved by the Supervisory Council to ensure the adherence with the policy.

The development of credible wetlands knowledge, together with universities and research institutes, and its use in advocacy and demonstration projects is an important way in which wetlands international delivers impact. In the past year we contributed to a wide range of reports, methodologies and tools that we aim to make freely available via our website, and by publicising them at relevant events.

Wetlands International's communications are guided by its communications policy and supported through a dedicated team in our Global Office. This team is also responsible for our Global Brand strategy which guides how we present the organization world-wide and ensure that we speak with one voice.

The integrity of our organizational behaviour is enshrined in our [Code of Conduct](#) which is introduced to all staff as part of their induction process. There were no recorded breaches in 2018.

Despite our best endeavours we also make mistakes. As well as recognizing and learning from these, Wetlands International has also established an official [complaints procedure](#) which is available on the website. There is also an email address [post@wetlands.org](mailto:post@wetlands.org) for general enquiries by our stakeholders.

## 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 (387 tonnes in 2018).

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

# Resourcing the Global Organisation

The main source of income of Wetlands International for 2018 came from project funding. The total Wetlands International global network project income is based on the information obtained from the network and estimates made. The total network project income of 2018 amounted to 12,2 M EUR (11,2 M EUR exclusive National Postcode Lottery, see project list). In the non-project funding, member countries, member NGOs, and one-off supporters contributed 0,86M in addition of the 1M grant of the Dutch National Postcode Lottery.

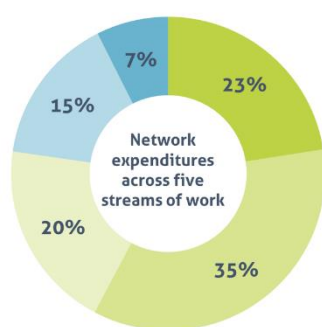
The list of projects 2018 gives an overview of all projects implemented throughout the year, with details on the amounts funded, the project period, the donor name and types, which of the five streams of our Strategic Intent the project contributes to, as well as the Wetlands International offices that participated in project implementation.

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

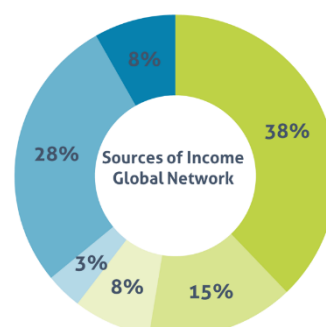
Governments are our major source of funding (60%), with the Dutch and German governments responsible for 38% and 14% of our project income respectively. Trusts, foundations and NGOs account for 27 % of our donors whereas we received 8% of our income from companies.

Our work focusses on the issues where wetlands matter the most to people and nature. To achieve our goals (as set out in our strategic intent 2015-2025) we organise, develop and implement our programmes in five streams of work:

Healthy Wetland Nature, Blue Lifelines in the Desert, Water Stores from Mountains to Sea, Peatland Treasures, Vibrant Coasts & Deltas.



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



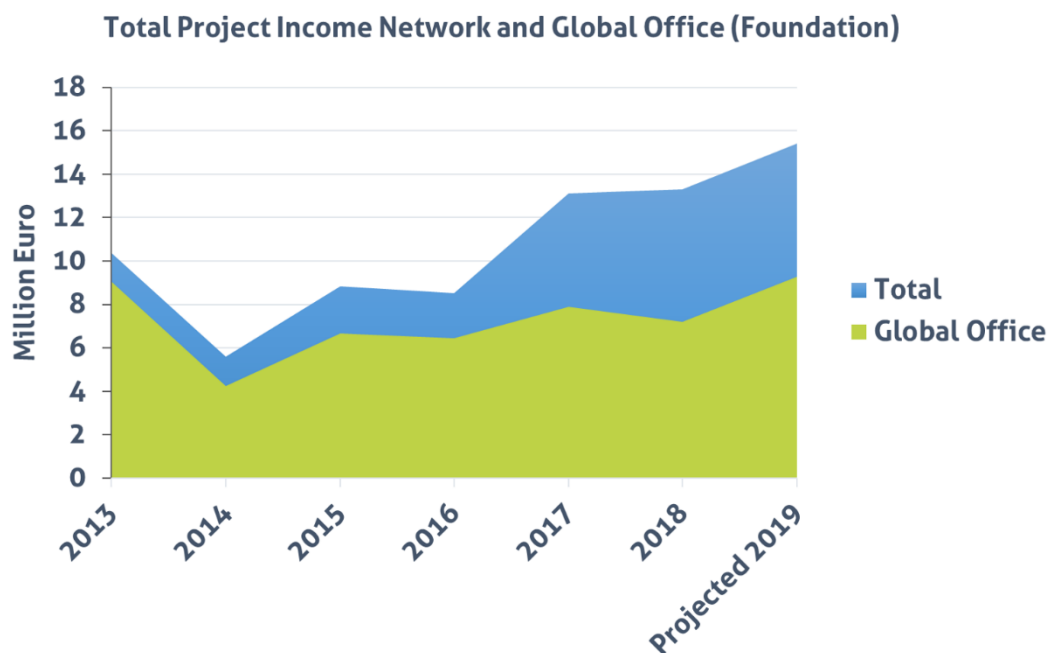
- Dutch government
- German government
- Other government
- Association Wetlands International



## Increased resource development by network offices

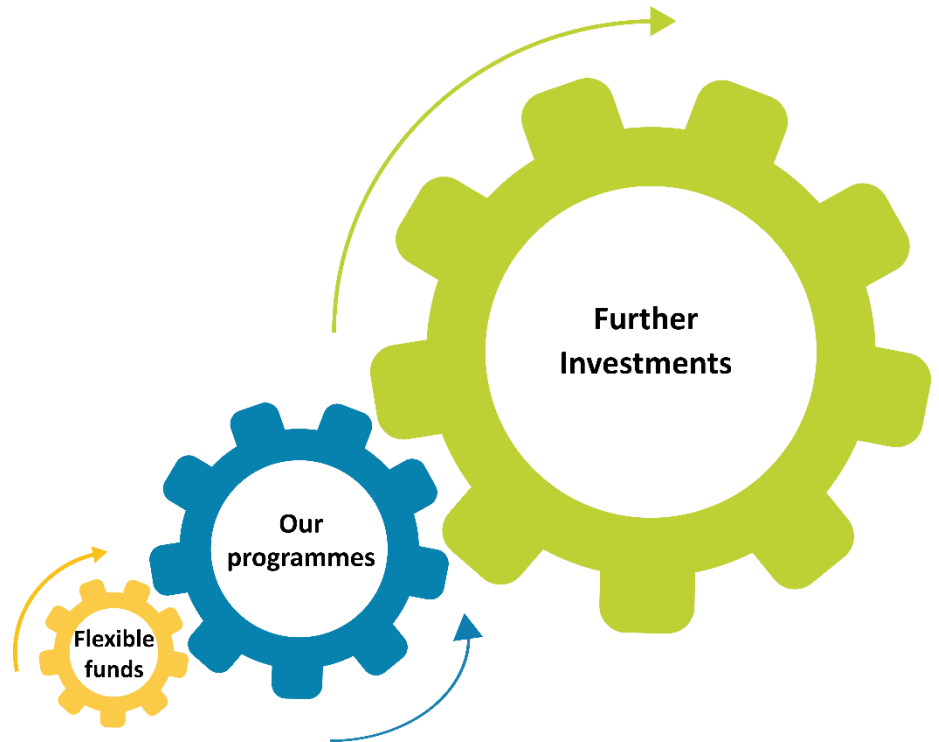
Increasingly, our programmes are large scale and long-term, involving several of our offices. Global Office and Network Offices combine efforts in resource development and increasingly network offices are directly financed by donors. Until 2016, network offices raised 25% or less of our project income. We expect the increase of the network to continue in 2019 and beyond. This development allows us to bring management and donor coordination close to the action and impact, while the Global Office provides support where required.

Projects that are managed through the Global Office, are mostly implemented by our Network Offices and members, affiliated scientific institutions, partners and experts. A significant number of these projects are subcontracted to these offices and affiliates.



## Our funding model to leverage investment

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



# Foundation Wetlands International

## Annual Accounts 2018

## Introduction

Since the Foundation Wetlands International obtained the CBF<sup>2</sup> quality seal in 2011, it is obliged to apply the guideline of VFI<sup>3</sup> and report under 'Richtlijn 650 voor Kosten Beheer en Administratie'. This means that expenses are based on commitments made (contracts signed) during the reported year.

Although the turnover at 8.6M was almost equal to 2017 and the latest forecast, it was significantly below budget (10M). Based on a research into the reasons behind the gap several factors

The total revenue only partly reflects the actual level of activities and outcomes for the organisation. The project activities in 2018 – as measured by expenses during the year (see table *Realised total expenditure on project activities*) differ 1,0M from 2017 mainly because of lower subcontract expensed. In general, the realised total expenses on project activities since 2014 indicate a stabilising level of activity and investment over the years. The number of FTE's in 2018 were 30.9 and almost equal the FTE's of 2018 (30.8). Based on RJ 650-2016 the accounts show the total expenses allocated to each of the five organisation's objectives ('streams'). In total 79.6 % of the total expenses was spent on these objectives (In 2017 this was 82.3 %).

The 2018 result of Wetlands International is traditionally influenced by incidental effects of not always predictably claimable or non-claimable project costs during the start-up of projects and in the end phase. This is inherent to the nature of an organisation depending largely on project funding and on specific donor regulations. The positive but modest 2018 underlines this. This positive result has been realised mainly through a positive result on projects. As a part to the risk management policy at Wetlands International a risk register is updated at every reporting cycle including mitigating measures and discussed with the Supervisory Council. The top 3 risks are specified in the table below.

	<b>Risk description</b>	<b>Impact on organisation in 2018</b>	<b>Potential quantitative impact</b>	<b>Mitigating measures</b>
<b>1)</b>	Member dissatisfaction	Wetlands International has more than 40 Governmental and NGO members. They are a key constituency that help advance our Strategic Intent in the countries where they operate. They also pay membership fees that support key work of the organization.	Member engagement affect the speed at which we can achieve results.	Engage with members in the context of Ramsar Convention meetings. Strengthen relation management through a dedicated Membership Officer. Organise regional events for members and stakeholders in 2020 .
<b>2)</b>	Non-compliance with donor contracts	Each donor has their own rules and procedures that need to be followed, especially on accounting for spending. If these are not fully understood then this leads to double work, delays and cost overruns.	On large or multi-year projects this can lead to expenses being disallowed and consequent financial losses.	Training of staff in different donor requirements. Regular project reporting by project managers and fin/admin staff.
<b>3)</b>	Subcontracts and reporting are of insufficient quality	Work specifications, budgets and reporting are specified in contracts. If these are not monitored systematically this causes delays, overspending and reduced credibility.	Depending on the project size this can affect the final balance of Office budgets.	Regular and systematic monitoring by Project Managers and Management Team. Reviewing and applying lessons learned.

<sup>2</sup> Central Bureau for Fundraising

<sup>3</sup> Dutch Association of Fundraising Institutions (Vereniging Fondsenwervende Instellingen)

Again, substantial investments in fundraising were made to acquire new projects throughout Wetlands International. The 200K costs of fundraising were slightly compared to the 192K in 2017.

The ratio between Cost of Management and Administration and total expenses realised was 18% (16% 2017; 16% 2018 budgeted<sup>4</sup>).

Income is specified in accordance with the RJ 650 – 2018 standard, per back donor. The income of Wetlands International consists for the largest part of income from Government grants (62%). The Lottery 12%, and income from Companies, Other Non-profit organisations and Affiliated non-profit organisations are (all three) around 26% of the total income.

During 2018 new contracts and extension of earlier acquired contracts were signed. The list of projects 2018 on page 39 includes all projects that started in 2018.

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<sup>4</sup> The generic CBF norm for management and administration costs is 10%

# Annual accounts Foundation Wetlands International 2018

## Annual Account Foundation Wetlands International 2018

SC58-05.1.5 2018 Foundation annual accounts

## Balance sheet as per 31 December in Euros

	2018	2017
<b>ASSETS</b>		
Tangible fixed assets (1)	56.893	80.359
Debtors and other receivables (2)	2.188.402	3.286.779
Cash and Banks (3)	<u>4.182.815</u>	<u>1.301.906</u>
	6.371.217	4.588.685
Total assets	<u>6.428.110</u>	<u>4.669.044</u>
<b>LIABILITIES</b>		
Continuity reserve (4)	327.892	326.832
Wetlands for a Safer World Fund (NPL) (5)	542.990	0
Subsidies (6)	9.445	27.738
Provisions (7)	0	30.000
Short-term debts (8)	5.547.783	4.284.474
Total liabilities	<u>6.428.110</u>	<u>4.669.044</u>

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

	2018	2018 Budget	2017
<b>Income</b>			
- Income from private individuals	2.315	3.714	3.139
- Income from companies	249.281	750.119	633.907
- Income from Lottery organisations	1.019.263	50.097	42.336
- Income from Government grants (9)	5.320.664	7.699.565	6.506.703
- Income from affiliated non-profit organisations (10)	536.296	723.195	611.154
- Income from other non profit organisations	<u>1.465.356</u>	<u>766.799</u>	<u>648.002</u>
Total of private and governmental income (11)	<u>8.593.176</u>	<u>9.993.490</u>	<u>8.445.240</u>
- Other Income	<u>279</u>	<u>0</u>	<u>259</u>
Total income	8.593.455	9.993.490	8.445.498
<b>Expenses</b>			
- Expenses on objectives			
1. Healthy Wetland Nature	1.418.799	2.019.821	1.762.663
2. Vibrant Coasts & Deltas	1.315.781	1.691.048	1.475.749
3. Blue lifelines in the Desert	1.922.932	2.033.902	1.774.952
4. Water Stores	805.503	1.220.189	1.064.838
5. Peatland Treasures	<u>944.451</u>	<u>1.244.280</u>	<u>1.085.862</u>
	6.407.466	8.209.240	7.164.064
- Cost of fundraising	200.221	220.191	192.157
- Management & administration			
Cost of management & administration	<u>1.439.566</u>	<u>1.549.356</u>	<u>1.352.097</u>
Total Expenses	8.047.253	9.978.788	8.708.318
<b>Earnings before financial income and costs</b>	<u>546.203</u>	<u>14.702</u>	<u>-262.819</u>
Financial result	-2.152	0	-10.466
<b>Net result</b>	<u>544.050</u>	<u>14.702</u>	<u>-273.285</u>

<b>Result appropriation</b>	<b>2018</b>	<b>2018 Budget</b>	<b>2017</b>
Increase (+)/Decrease (-) continuity reserve	1.060	14.702	-273.285
Increase (+)/Decrease (-) reserve Wetlands for a Safer World	<u>542.990</u>		
	<u>544.050</u>	<u>14.702</u>	<u>-273.285</u>
<b>Percentages</b>			
- Percentage costs of fundraising (costs of fundraising in percentage of income)	2,3%	2,2%	2,3%
- Percentage costs of Management & Administration (costs of management & administration in percentage of total expenses)	17,9%	15,5%	15,5%
norm costs of management & administration: 10%			
- Percentage of revenue spent on objectives (expenses on objectives in percentage of total revenue)	74,6%	82,1%	84,8%
- Percentage of expenditure spent on objectives (expenses on objectives in percentage of total expenditure)	79,6%	82,3%	82,3%

**Cashflow Statement (in Euros)**

	2018	2017
<b>Cash flow from operating activities</b>		
Result	544.050	-273.285
Depreciation	45.393	44.278
Cash flow	<u>589.443</u>	<u>-229.007</u>
Changes in work capital		
- Change in receivables	1.098.377	-351.724
- Change in short-term debts	<u>1.263.309</u>	<u>182.962</u>
	2.361.686	-168.761
- Change in continuity reserve	0	0
- Change in subsidy fixed assets	-18.293	-15.325
- Change in other reserves	0	0
- Change in provisions	-30.000	0
Cash flow from operating activities	<u>2.902.836</u>	<u>-413.094</u>
<b>Cash flow from investing activities</b>		
Investments in fixed assets	<u>-21.927</u>	<u>-38.239</u>
Cash flow from investing activities	-21.927	-38.239
<b>Change in cash &amp; banks</b>	<u>2.880.909</u>	<u>-451.333</u>
Cash & banks		
- as per 1 January	1.301.906	1.753.239
- as per 31 December	4.182.815	1.301.906
<b>Change in cash &amp; banks</b>	<u>2.880.909</u>	<u>-451.333</u>

**Explanatory Notes to the Balance sheet  
As per 31 December (in Euros)****(1) Tangible fixed assets**

	Furniture	Computers	Equipment	Total
Balance 1 January 2018				
Purchase value	532.564	301.111	22.183	855.858
Accumulated depreciation	531.973	228.877	14.650	775.499
Bookvalue 1-1-2018	<u>591</u>	<u>72.234</u>	<u>7.533</u>	<u>80.359</u>
Investments	0	17.891	4.036	21.927
Desinvestments purchase value	0	0	0	0
Desinvestments Acc. Depreciation	0	0	0	0
Depreciation 2018	292	43.836	1.265	45.393
Balance 31 December 2018				
Purchase value	532.564	319.002	26.219	877.785
Accumulated depreciation	532.264	272.713	15.915	820.892
Bookvalue 31-12-2018	<u>300</u>	<u>46.289</u>	<u>10.304</u>	<u>56.893</u>

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

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

The tangible fixed assets are valued on the basis of the historic costs price or acquisition value, decreased by linear depreciation on the expected term. For office equipment and investments on the building the depreciation is 20 percent per period, while for hardware and software the depreciation is 33 or 20% percent per period depending on expected lifecycle. Fixed assets financed by projects and in use by Wetlands International staff are activated starting financial year 2014

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



**(2) Debtors and other receivables**

	31-12-2018	31-12-2017
Debtors	37.016	109.525
Doubtful debtors	0	-21.466
Total debtors	37.016	88.058
Project funds to be received	2.035.861	2.791.553
Current Account with Association Wetlands International	0	0
Subcontractor receivables	18.491	180.581
Short term loans (provided)	0	30.000
Taxation & Social security	-466	16.165
Other receivables	97.500	180.421
Total	<u>2.188.401,91</u>	<u>3.286.778,82</u>

A short term loan repayable before 1-7-2017 was granted to Wetlands International European Association in fiscal year 2015. Since the intension was to convert this loan to a donation a provision for the same amount was formed. In 2018 the conversion took place. Since UEA received the ANBI status in 2018 the donation to the EUA has no tax implications.

**(3) Cash & banks**

	31-12-2018	31-12-2017
Cash	3.422	4.530
Current accounts EUR	3.311.200	894.096
Current accounts GBP	1.537	1.537
Current accounts USD	41.694	51.245
Current account Argentina	57.434	53.700
Total Current accounts	<u>3.415.287</u>	<u>1.005.108</u>
Deposit accounts	750.695	265.244
Deposit account for rent	16.833	31.554
Total Deposits	<u>767.528</u>	<u>296.798</u>
Total	<u>4.182.815</u>	<u>1.301.906</u>

Foreign currency accounts are related to projects funded in foreign currency  
The balance of the liquid assets in foreign currencies is valued at the closing rate at the end of the financial year.  
Any exchange rate differences are accounted for in the result.  
Apart from the 'deposit for rent' all liquidities are immediately available

**(4) Continuity reserve**

	31-12-2018	31-12-2017
Balance 1 January	326.832	600.117
Result appropriation	1.060	-273.285
Balance 31 December	<u>327.892</u>	<u>326.832</u>

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

**(5) Wetlands for a Safer World Fund (NPL)**

	31-12-2018	31-12-2017
Balance 1 January	0	0
Wetlands for a Safer World Fund (NPL)	1.000.000	0
Withdrawal for projectcost 2018	457.010	0
Balance 31 December	<u>542.990</u>	<u>0</u>
<b>WETLANDS FOR A SAFER WORLD (NPL)</b>	<b>1.000.000</b>	
Wetlands for a safer world, Peace and Security	59.124	
Wetlands for a safer world, Building with Nature global	100.471	
Wetlands for a safer world, Peatland Treasures	1.082	
Wetlands for a safer world, Wetland Wealth	106.125	
Wetlands for a safer world, Acquiring the project	53.511	
Wetlands for a safer world, New financial administration tool	20.478	
Wetlands for a safer world, Institutional development	64.110	
Wetlands for a safer world, Mangrove Capital	52.109	
Project costs 2018	457.010	
Balance	<u>542.990</u>	

**(6) Subsidies**

	31-12-2018	31-12-2017
Balance 1 January	27.738	43.063
Assets financed by projects	4.036	5.994
Depreciation subsidized assets	-22.328	-21.319
Balance 31 December	<u>9.445</u>	<u>27.738</u>

Subsidized tangible assets are amortized in line with other tangible assets

**(7) Provisions**

	Provisions 2018	Provisions 2017
Balance 1 January	30.000	30.000
Additions	0	0
Withdrawals	-30.000	0
Balance 31 December	<u>0</u>	<u>30.000</u>

The short term loan to the EUA was remitted 2018 against the provision.

**(8) Short term debts**

	<b>31-12-2018</b>	<b>31-12-2017</b>
Projects to be executed	2.861.849	819.163
Subcontractors commitments > 1 year	1.606.653	1.805.798
Subcontractors commitments < 1 year	628.968,32	1.024.378
Current Account with Association Wetland International	118.608	149.181
Trade creditors	91.681	93.699
Argentina funds	56.230	52.495
Water Bird Fund	0	5.000
Holiday allowance	88.382	86.591
Unused annual leave	32.996	47.288
Donation reserved for next year	0	0
Other short term debts	62.415	200.880
	<u>5.547.783</u>	<u>4.284.474</u>

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

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

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

Holiday allowance: this represents the reservation of holiday allowance built up in 2017 and which is to be paid in May 2018

Unused annual leave: the outstanding liability regarding unused holidays of staff

**Explanatory Notes to the Statement of Income and Expenditure (in Euros)****(9) Income from Governmental grants**

	<b>31-12-2018</b>	<b>31-12-2017</b>
Project income from governmental institutions	5.320.664	6.506.703
Total	<u>5.320.664</u>	<u>6.506.703</u>

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

At year closure a discussion is taking place with the lead partner, the Netherlands Red Cross (NLRC), on the project rate calculation by Wetlands International.

Since the calculation is based on cost recovery only, Wetlands International is confident that the final outcome of the discussion will not lead to alterations of the project income. We will therefore continue and intensify dialogue with NLRC and/or with the backdonor, the Directie Generaal Internationale Samenwerking (DGIS).

In addition we will mitigate the ongoing risk by additional management measures.

The total of project costs under discussion amount to € 150,000 (2016, 2017 and 2018).

**(10) Income from affiliated non-profit organisations**

	<b>31-12-2018</b>	<b>31-12-2017</b>
Income from Wetlands International Association	440.573	586.042
Income from other affiliated non-profit organisations	95.723	25.111
Total	<u>536.296</u>	<u>611.154</u>

The income from affiliated non-profit organisations consists mainly of the contribution from the Association Wetlands International.

This contribution can be specified in the table below.

**Contribution from Association Wetlands International**

	<b>31-12-2018</b>	<b>31-12-2017</b>
Organisation subsidy	325.573	469.042
Subsidy biodiversity projects	100.000	100.000
Contribution to GMM meeting costs	15.000	17.000
Total received from Association	<u>440.573</u>	<u>586.042</u>

**(11) Total of private and governmental income**

	<b>31-12-2018</b>	<b>31-12-2017</b>
Annual cost contribution Wetlands International Association (structural)	200.000	200.000
Project and other income (incidental)	8.393.176	8.245.240
Total	<u>8.593.176</u>	<u>8.445.240</u>

**Employment capacity & production**

	<b>31-12-2018</b>	<b>31-12-2017</b>
Total staff (FTE)	<u>30,9</u>	<u>30,8</u>
Staff rates claimed on external projects (production)		
Own staff	2.263.648	2.284.137
Consultants	109.500	210.140
	<u>2.373.147</u>	<u>2.494.277</u>

**Staff costs**

	<b>31-12-2018</b>	<b>31-12-2017</b>
Wages & salaries	1.755.785	1.748.691
Social security costs	274.758	263.994
Pension costs	117.050	118.076
	<u>2.147.593</u>	<u>2.130.761</u>
Other personnel costs	128.079	135.908
Interim staff & trainees	274.166	227.280
Total employee costs	<u>2.549.838</u>	<u>2.493.949</u>
External staff/consultants	109.500	210.140
Total staff costs	<u>2.659.337</u>	<u>2.704.088</u>

**Remuneration board members**

Name	<b>F.J. Madgwick</b>	<b>J.C.M. Reinartz</b>
Function	CEO	COO
Contract		
- sort	indefinite	Ended as per 31/12/2018
- hours/week	36	36
- part-time percentage	100	100
- period	1- Jan. / 31 Dec.	1- Jan. / 31 Dec.
Remuneration		
- Yearly income		
gross salary	101227	89078
holyday allowance	8089	7.126
end of year allowance	-	-
variable income	-	-
<b>Total income 2018</b>	<u>109.316</u>	<u>96.204</u>

Salaries are in accordance with the categorisation based on the 'Regeling beloning goede doelen organisaties'.  
The categorisation was part of the CBF application 2018 (approved).

	Function group	BSD score	Maximum annual salary
J.C.M. Reinartz	G	392	102.470
F.J. Madgwick	I	451	129.559

The Supervisory Board has determined the remuneration policy, the level of the executive remuneration and the level of other remuneration components. The policy is updated periodically and follows the Remuneration Regulation for Directors of Charity Organizations (see [www.goededoelennederland.nl](http://www.goededoelennederland.nl)).

The BSD score has been approved by the Supervisory Board

The annual salaries include taxed allowances / additions, the employer's pension contribution, the pension compensation and the other long-term benefits remained within the maximum annual salary amount.

The taxed allowances / additions, the employer's contribution to the pension and the other long-term benefits were also in reasonable proportion to the annual income.

**Budget 2019**

	<b>2019</b>	
<b>Income</b>		
- Income from private parties	2.583	
- Income from corporate organisations	278.164	
- Income from Loteries	1.137.359	
- Governmental grants	5.937.136	
- Income from related organisations	598.433	
- Income from Not for profit organisations	1.635.138	
Total of private and governmental income		9.588.814
- Other Income	<u>0</u>	9.588.814
<b>Expenses</b>		
Expenses on objectives		
1. Healthy Wetland Nature	1.690.292	
2. Vibrant Coasts and Deltas	1.567.561	
3. Blue lifelines in the Desert	2.290.894	
4. Water stores	959.639	
5. Peatland Treasures	<u>1.125.176</u>	7.633.563
Costs of generating funds		
- costs of fundraising		238.534
Management & administration		
- costs of management & administration		<u>1.715.033</u>
Total expenses		9.587.130
<b>Result</b>		<u><u>1.684</u></u>

## Percentages

- Percentage costs of fundraising (costs of fundraising in percentage of income)	2,5%
- Percentage costs of Management & Administration (costs of management & administration in percentage of total expenses)	17,9%
norm costs of management & administration: 10%	
- Percentage of revenue spent on objectives (expenses on objectives in percentage of total revenue)	79,6%
- Percentage of expenditure spent on objectives (expenses on objectives in percentage of total expenditure)	79,6%

As at the balance sheet date there are three contracts known to the Board:

- 1a. Contract for office rent from 1-6-2015 until 31-5-2019
  - 1b. Contract for office rent from 1-6-2015 until 31-5-2019
  2. Contract for copying machine from 1-10-2015 until 30-9-2020
- In relation to the office rent, a bank guarantee of € 35,000 is held.

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

Purpose Expenses	Objective					Generating Funds total	Managmt & Adm.	Actual 2018	Budget 2019	Actual 2017
	S1	S2	S3	S4	S5					
Purchase & acquisitions	1.893	1.756	2.566	1.075	1.260	0	0	8.549	10.626	3.103
Subcontractors	960.572	890.826	1.301.886	545.351	639.424	0	0	4.338.058	5.391.823	5.061.729
Publicity & communication	13.827	12.823	18.741	7.850	9.204	2.399	16.666	81.511	101.311	80.604
Personnel costs	301.177	279.309	408.193	170.989	200.485	163.457	1.135.727	2.659.337	3.298.308	2.704.088
Travelling & hotelexpenses	76.889	71.306	104.210	43.653	51.183	7.370	51.208	405.819	504.397	380.738
Housing Costs	15.959	14.801	21.630	9.061	10.624	9.420	65.451	146.945	182.640	144.179
Office & General expenses	41.303	38.304	55.979	23.449	27.494	14.522	149.304	350.357	419.241	284.385
Depreciation & interest	7.177	6.656	9.728	4.075	4.778	3.052	21.209	56.675	70.442	49.492
<b>Total</b>	<b>1.418.799</b>	<b>1.315.781</b>	<b>1.922.932</b>	<b>805.503</b>	<b>944.451</b>	<b>200.221</b>	<b>1.439.566</b>	<b>8.047.253</b>	<b>9.978.788</b>	<b>8.708.318</b>

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

**Realised total expenditure on project activities**

The Annual Accounts are presented according to the CBF quality seal obliged RJ 650 regulations which are based on commitments made (contracts with subcontractors signed) during the reported year while not looking at the work really implemented. As a result the total turnover in the the years reported might differ substantially: 8.6M in 2018 compared to 8.4M in 2017, 7.1M in 2016 and 2015 and 4.7M in 2014. 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 2018 of EUR 6.2M (2017 7.2M, 2016 7.3M, 2015 7.8M, 2014 7.6M) show a more stable activity over the years.

	<b>31-12-2018</b>	<b>31-12-2017</b>	<b>31-12-2016</b>	<b>31-12-2015</b>	<b>31-12-2014</b>
Costs staff	2.263.648	2.284.137	2.495.606	2.483.468	2.393.860
Costs externals	109.500	210.140	102.944	318.781	202.853
Total Staff costs in projects	2.373.147	2.494.277	2.598.550	2.802.249	2.596.713
Subcontractors actuals	3.383.733	4.309.408	4.254.852	4.434.150	4.674.411
Project travel costs	290.851	272.390	307.423	241.024	211.426
Other project costs	137.117	127.816	140.297	320.084	115.299
<b>Totals</b>	<b>6.184.849</b>	<b>7.203.890</b>	<b>7.301.123</b>	<b>7.797.507</b>	<b>7.597.849</b>

# General Accounting Principles

The financial statements are prepared according to the following principles:

## General

The annual accounts 2018 have been drawn up according to generally accepted accounting principles in the Netherlands and RJ 650-2016 for Fundraising organisations. Assets and liabilities in the balance sheet are valued at nominal value. Cash and bank balances are freely disposable, unless stated otherwise.

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

## Provisions

There is no longer a provision for the EUA loan since it was fully written off in 2018.

## Income

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

The annual contribution of Wetlands International Association to the organisational cost are categorised as structural income.

## Project costs

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

### Deferred project income

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

## Joint operating agreements with local Wetlands organisations

In relation to the execution of global/international projects financed by its donors, the Dutch based Foundation Wetlands International seeks cooperation with local Wetlands organisations. In this case Foundation Wetlands International acts as the main contractor of a donor, cash amounts are transferred (under the terms and conditions of the donor) by the Foundation towards these local Wetlands organisations. This cash flow and all related project income and expenses are fully recorded in the annual accounts of the Wetlands International Foundation, including the expenses paid by the local Wetlands organisations. The aforementioned local Wetlands organisations also have their own locally obtained and financed activities, without involvement of the Dutch Foundation. Foundation Wetlands International has no legal obligations regarding these local projects obtained by the local Wetlands organisations. From a practical point of view the Dutch based Foundation Wetlands International can be qualified as the 'franchisor' of the local Wetlands organisations (the 'franchisees').

## Use of estimations

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

## Pensions

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

## Results reported against 5 streams

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

# Association Wetlands International

## Annual Accounts 2018



## Introduction

In this section, both the accounts for the *Vereniging Wetlands International* (the Association) as well as the consolidated figures of the group consisting of *Vereniging Wetlands International* and *Stichting Wetlands International* (the Foundation) are presented.

The consolidated figures are a simple addition of both individual accounts after removal of cross-posts. As all implementation activities are executed in the *Stichting Wetlands International*, most substantial information on results and finances are presented in the *Annual Accounts of Stichting Wetlands International*.

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

Total revenue reported represents the nett income from members and a small amount of other income. The organisation collected more contributions but the General Members Meeting (GMM) decided on transferring some contributions to other Wetlands International offices.

## Financial Reserves Policy

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

- a. Association and Foundation aim for a combined minimum continuity reserve of € 1.000.000 in total.
- b. In addition, we follow the VFI guidelines of not having a reserve that extends 1.5 times the annual fixed organisational cost;
- c. The Association will also reserve € 35,000 annually for the tri-annual General Members Meetings as of 2011. Since no GMM meeting took place the addition to the General Members Meeting reserve has been lower in 2018. The next GMM meeting will be planned in the end of 2019.

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

# Annual Accounts Association Wetlands International 2018

## Annual Accounts Association Wetlands International 2018

Balance sheet as per 31 December in Euros

SC58-05.1.6 2018 Association annual accounts

	2018	2017
<b>ASSETS</b>		
Tangible fixed assets	0	0
Debtors and other receivables (1)	204.742	209.600
Cash and Banks (2)	<u>754.354</u>	<u>746.050</u>
	959.096	955.651
Total assets	<u><u>959.096</u></u>	<u><u>955.651</u></u>
<b>LIABILITIES</b>		
Continuity reserve (3)	854.030	832.322
General Members Meeting Reserve (4)	99.000	88.000
Short-term debts (5)	6.066	35.329
Total liabilities	<u><u>959.096</u></u>	<u><u>955.651</u></u>

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

	2018	2017
<b>Income</b>		
- Income from Governmental grants (6)	509.849	507.371
- Income from other non profit organisations (6)	<u>17.934</u>	<u>17.894</u>
Total of private and governmental income	527.783	525.265
- Other income		
Total revenue	<u>527.783</u>	<u>525.265</u>
<b>Expenses</b>		
- Contribution to Foundation Wetlands Int.	425.573	574.676
- General Members Meeting 2017	0	0
- Provision debtors	45.769	
- Management & administration		
Cost of management & administration	23.485	20.128
Total Expenses	<u>494.827</u>	<u>594.804</u>
<b>Earnings before financial income and costs</b>	32.956	-69.539
Financial result	-247,50	-296,79
<b>Net result</b>	<u><u>32.708</u></u>	<u><u>-69.836</u></u>

<b>Result appropriation</b>	<b>2018</b>	<b>2017</b>
Increase/Decrease continuity reserve	21.708	-87.836
Addition to General Members Meeting reserve	11.000	18.000

### Budget 2018 and 2019 Association Wetlands International

	2019	2018
<b>Income</b>		
- Income from Governmental grants	460.000	460.000
- Income from other non profit organisations	<u>17.000</u>	<u>17.000</u>
Total of private and governmental income	477.000	477.000
Other income	0	0
Total revenue	<u>477.000</u>	<u>477.000</u>
<b>Expenses</b>		
- Contribution to Foundation Wetlands Int.	394.000	606.600
- General Members Meeting 2018	0	0

Management & administration		
- costs of management & administration	24.000	26.000
Total expenses	418.000	632.600
Earnings before financial income and costs	59.000	-155.600
Financial result	0	1.000
<b>Result</b>	<u>59.000</u>	<u>-154.600</u>

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

### (1) Debtors and other receivables

	<u>31-12-2018</u>	<u>31-12-2017</u>
<b>Memberships contributions</b>		
- Governmental contributions <2018	0,00	72.072,82
- Governmental contributions 2018	134.876,61	
Provision for doubtful debtors	-48.743	-11.654
<b>Total debtors</b>	<u>86.133</u>	<u>60.419</u>
<b>Current Account with Foundation Wetlands Int.</b>	<u>118.608</u>	<u>149.181</u>
Total	<u>204.742</u>	<u>209.600</u>

Contributions outstanding form more than 1 year are amortized

For contributions outstanding 2 years or more, the policy is maintained to institute a provision for 100% because in practise it is impossible for the Association to enforce such payments

### (2) Cash & banks

	<u>31-12-2018</u>	<u>31-12-2017</u>
Current account EUR	135.225	126.922
Deposit accounts EUR	619.129	619.129
Total	<u>754.354</u>	<u>746.050</u>

All liquidities are available on demand

### (3) Continuity reserve

	<u>31-12-2018</u>	<u>31-12-2017</u>
Balance 1 January	832.322	920.158
Transfer from GMM reserve	0	0
Increase/Decrease	21.708	-87.836
Balance 31 December	<u>854.030</u>	<u>832.322</u>

The result in the Association's annual account is added/subtracted to/from the continuity reserve, in accordance with the organisation's reserves policy as annexed

### (4) General Members meeting reserve

	<u>31-12-2018</u>	<u>31-12-2017</u>
Balance 1 January	88.000	70.000
Dotation	11.000	18.000
Withdrawal GMM costs	0	0
Withdrawal surplus transfer to continuity reserve	0	0
Balance 31 December	<u>99.000</u>	<u>88.000</u>

Yearly a fixed amount is added to this reserve in order to cover the costs of the, relatively expensive face-to-face General members meeting. Next meeting expected to take place in 2019.

### (5) Short term debts

	<u>31-12-2018</u>	<u>31-12-2017</u>
Other liabilities	6.066	13
In advance received donor funds	0	35.316
Current Account with Foundation Wetlands Int.	0	0
	<u>6.066</u>	<u>35.329</u>

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

### (6) Income

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

	<b>31-12-2018</b>	<b>31-12-2017</b>
Governmental members 2018	509.849	507.371
NGO members 2018	17.934	17.894
	<u>527.783</u>	<u>525.265</u>

### (7) Contribution to Foundation Wetlands International

	<b>31-12-2018</b>	<b>31-12-2017</b>
Organisational subsidy	200.000	200.000
Subsidy Biodiversity projects	100.000	100.000
Additional subsidy Strategic Resource Development	38.637	38.639
Additional subsidy Finance & ICT		29.442
Additional subsidy Website	6.235	15.220
Internal Governance / Org. Cultur	11.678	24.923
Network Collaboration platform	13.008	48.960
Institutional development	150	34.765
Arcadia Yellow Sea Proposal development		28.929
Membership expenses	51.128	
Other	4.737	26.129
Additional subsidy IWC 50		27.669
	<u>425.573</u>	<u>574.676</u>

## **Consolidated Accounts Association and Foundation Wetlands International**

## Consolidated Accounts Association and Foundation Wetlands International

Balance sheet as per 31 December in Euros

SC58-05.1.7 2018 Consolidated accounts Foundation & Association

	2018	2017
<b>ASSETS</b>		
Tangible fixed assets	56.893	80.359
Debtors and other receivables	2.274.535	3.347.198
Cash and Banks	4.937.169	2.047.957
	7.211.704	5.395.154
Total assets	<u>7.268.597</u>	<u>5.475.513</u>
<b>LIABILITIES</b>		
Continuity reserve	1.181.922	1.159.154
Wetlands for a safer World (NPL)	542.990	0
General Members Meeting Reserve	99.000	88.000
Subsidies	9.445	27.738
Provisions	0	30.000
Short-term debts	5.435.240	4.170.621
Total liabilities	<u>7.268.597</u>	<u>5.475.513</u>

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

	2018	budget 2018	2017
<b>Income</b>			
- Income from private individuals	2.315	3.714	3.139
- Income from companies	249.281	750.119	601.346
- Income from Lottery organisations	1.019.263	50.097	42.336
- Income from Government grants	5.830.513	8.159.565	6.612.064
- Income from affiliated non-profit organisations	95.723	116.595	271.207
- Income from other non profit organisations	1.483.290	783.799	854.371
Total of private and governmental income	8.680.386	9.863.890	8.384.462
- Other income	279	0	259
	279	0	259
Total revenue	<u>8.680.665</u>	<u>9.863.890</u>	<u>8.384.721</u>
<b>Expenses</b>			
- Expenses on objectives			
1. Healthy Wetland Nature	1.418.799	2.019.821	1.762.663
2. Vibrant Coasts & Deltas	1.315.781	1.691.048	1.475.749
3. Blue lifelines in the Desert	1.922.932	2.033.902	1.774.952
4. Water Stores	805.503	1.220.189	1.064.838
5. Peatland Treasures	944.451	1.244.280	1.085.862
	6.407.466	8.209.240	7.164.064
- Costs of generating funds			
Cost of fundraising	200.221	220.191	192.157
	200.221	220.191	192.157
- Management & administration			
Cost of management & administration	1.493.820	1.575.356	1.360.859
Total Expenses	<u>8.101.507</u>	<u>10.004.788</u>	<u>8.717.080</u>
Earnings before financial income and costs	579.158	-140.898	-332.359
Financial result	-2.400	1.000	-10.763
<b>Net result</b>	<u>576.758</u>	<u>-139.898</u>	<u>-343.121</u>
<b>Result appropriation</b>			
Increase (+)/Decrease (-) continuity reserve	22.769	-174.898	-361.121
Increase (+)/Decrease (-) reserve Wetlands for a Safer World	542.990	0	0
Increase (+)/Decrease (-) General members meeting reserve	11.000	35.000	18.000
	<u>576.758</u>	<u>-139.898</u>	<u>-343.121</u>

Consolidated Cashflow Statement Wetlands International (in Euros)

	2018	2017
<b>Cash flow from operating activities</b>		
Result	576.758	-343.121
Depreciation	45.393	44.278
Cash flow	<u>622.151</u>	<u>-298.843</u>
Changes in work capital		
- Change in receivables	1.072.663	-385.990
- Change in short-term debts	<u>1.264.619</u>	<u>59.521</u>
	2.337.281	-326.469
- Change in continuity reserve	0	0
- Change in other reserves	-18.293	-15.325
- Change in provisions	<u>-30.000</u>	<u>0</u>
Cash flow from operating activities	2.911.140	-640.638
<b>Cash flow from investing activities</b>		
Investments in fixed assets	<u>-21.927</u>	<u>-38.239</u>
Cash flow from investing activities	-21.927	-38.239
	<u>2.889.213</u>	<u>-678.876</u>
Cash & banks		
- as per 1 January	2.047.957	<u>2.726.833</u>
- as per 31 December	<u>4.937.169</u>	<u>2.047.957</u>
<b>Change in cash &amp; banks</b>	<u>2.889.213</u>	<u>-678.876</u>



# General Accounting Principles

The financial statements are prepared according to the following principles:

## General

The annual accounts 2018 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.

# List of Projects 2018

Lead office	Project # (Global Office)	Project Title	Donor	Donor type	Project expenditure 2018 Global Organisation (€)	Project expenditure 2018 Foundation NL (€)
<b>Healthy Wetland Nature</b>						
Africa		International Waterbirds Census Africa	MAVA Foundation	Trust	71,250	
Argentina		Buff-breasted Sandpiper Conservation in South America	NMBCA-USF&WS	Government Institution	8,500	
Argentina		Neotropical Waterbird Census 2018-2019	Canadian Wildlife Service	Government Institution	6,700	
China		Fujin Wetland Biodiversity Conservation Wetland conservation and restoration, Fujin City, Heilongjiang, China	German Society for International Cooperation (GIZ)	Government Institution	10,000	
China		Consulting services for the Hengshui Lake Conservation and Management	German Society for International Cooperation (GIZ)	Government Institution	15,000	

Lead office	Project # (Global Office)	Project Title	Donor	Donor type	Project expenditure 2018 Global Organisation (€)	Project expenditure 2018 Foundation NL (€)
Global	WI-NL.1176	Niger Delta - Sustainable Biodiversity Livelihoods Project (SLBP) – Phase 2	Shell	Corporate	35,866	35,866
Global	WI-NL.1362	CAF Donation Essay Competition	CAF	Government Institution	968	968
Global	WI-NL.1263	Red List of Birds		Government Institution	206	206
Global	WI-NL.1291	Biodiversity and Livelihood Advisory Committee Uganda	Total Uganda	Corporate	65,177	65,177
Europe	WI-NL.1299	Admin and HR support to WI-EA	European Commission	Government Institution	117,686	117,686
Global	WI-NL.1321	Majnoon-Iraq	Shell	Corporate	4,854	4,854
Global	WI-NL.1331	Climate Resilient Flyways	German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, International Climate Initiative (IKI)	Government Institution	1,197,728	1,197,728

Lead office	Project # (Global Office)	Project Title	Donor	Donor type	Project expenditure 2018 Global Organisation (€)	Project expenditure 2018 Foundation NL (€)
Global	WI-NL.1332	International Waterbird Census	Norway Gov	Government Institution	335	335
Global	WI-NL-1335	International Waterbirds Census AEWC 2018	WI Association	Association	50,000	50,000
Global	WI-NL-1352	Waterbird Fund	FOEN Swiss Fed Office Env Int Affairs	Government Institution	25,187	25,187
Global	WI-NL.1368	World Population Estimates 6	Environment Canada	Government Institution	2,345	2,345
Global	WI-NL.1366	Conservation Status Review 7th edition African-Eurasian Waterbird Agreement (AEWA)	UNEP-AEWA	Government Institution	13,238	13,238
Global	WI-NL.1372	EAAF CMS	CMS	Government Institution	2,429	2,429
Global	WI-NL-1375	International Waterbirds Census 2018	WI Association	Association	50,000	50,000
Global	WI-NL.1379	Improving AEWA Monitoring	UNEP-AEWA	Government Institution	15,212	15,212

Lead office	Project # (Global Office)	Project Title	Donor	Donor type	Project expenditure 2018 Global Organisation (€)	Project expenditure 2018 Foundation NL (€)
Global	WI-NL.1378	Barr Al Hikman Survey	AEWA, Steinweg and SIPC, WIWO, Vogelbescherming, Mobilift	NGO	18,198	18,198
Global	WI-NL.1380	Advance Consulting	SWF	Government Institution	26,700	26,700
Global	WI-NL.1381	IUCN Niger Delta	IUCN	NGO	14,362	14,362
Global	WI-NL.1382	ASEAN Network	ASEAN Centre for Biodiversity	NGO	1,860	1,860
Global	WI-NL.1385	Otter Oman	Stichting Otter Fonds	Trust	30,306	30,306
Global	WI-NL.1384	Barr Al Hikman Book	Shell	Corporate	59,494	59,494
Global	WI-NL. 1389	AWC Coordinator Meeting	East Asian - Australasian Flyway Partnership (EAAFP)	Government Institution	15,523	15,523
Global	WI-NL. 1390	Sharjah Regional Workshop Waterbirds Monitoring Strategy	Env & Protected Areas Authority United Arab Emirates	Government Institution	5,130	5,130

Lead office	Project # (Global Office)	Project Title	Donor	Donor type	Project expenditure 2018 Global Organisation (€)	Project expenditure 2018 Foundation NL (€)
Global	WI-NL. 1392	Flyway bottlenecks for the Yellow Sea	Arcadia Fund	Trust	18,927	18,927
Global	WI-NL. 1394	Asian Waterbird Census Duck Trend Analysis	Wildfowld and Wetlands Trust	Trust	3,017	3,017
Global	WI-NL. 1402	Flyways West Africa	MAVA Foundation	Trust	6,282	6,282
Japan		Nationwide long-term monitoring survey in rocky shores and tidal flats	The Ministry of the Environment, Government of Japan	Trust	155,230	
Japan		Nationwide long-term monitoring survey in seagrass beds and algal beds	The Ministry of the Environment, Government of Japan	Government Institution	134,028	
Japan		Nationwide long-term monitoring survey in inland waters	The Ministry of the Environment, Government of Japan	Government Institution	136,300	
Japan		Public awareness to promote wise use in Ramsar sites	The Ministry of the Environment, Government of Japan	Government Institution	18,931	

Lead office	Project # (Global Office)	Project Title	Donor	Donor type	Project expenditure 2018 Global Organisation (€)	Project expenditure 2018 Foundation NL (€)
Japan		Promoting Ramsar Convention's Programme on CEPA 2016-2024 in Japan and Asia - Contribution to the Ramsar COP13 as CEPA NGO National Focal Point -	Keidanren Nature Conservation Fund (KNCF)	Corporate	43,185	
Japan		Development of an environmental education program on tidal flat and creation of a network on tidal flat around the Ariake Sea.	Japan Fund for Global Environment (JFGE)	Government Institution	34,093	
Japan		Management of the website for the Domestic Ramsar Committee for Relevant Municipalities	Domestic Ramsar Committee for Relevant Municipalities (Japan)	Government Institution	4,922	
Japan		Learning and exchange event of Domestic Ramsar Committee for Relevant Municipalities	Domestic Ramsar Committee for Relevant Municipalities (Japan)	Government Institution	9,844	

Lead office	Project # (Global Office)	Project Title	Donor	Donor type	Project expenditure 2018 Global Organisation (€)	Project expenditure 2018 Foundation NL (€)
Japan		The Project WISE (Wetlands Integrating Sustainable Ecosystem)	The Hongkong and Shanghai Banking Corporation	Corporate	7,425	
Japan		A study on wetland information sharing system utilizing the Internet	Niigata University	Institute	7,572	
India		Conduct a Scoping Study for the proposed Ramsar sites	German Society for International Cooperation (GIZ)	Government Institution	7,949	
India		Developing a Model Conservations Planning Framework for High Attitude Wetlands in Sikkim State.	United Nations Development Programme (UNDP)	Government Institution	11,438	
India		Developing a Model Conservations Planning Framework for High Attitude Wetlands in Himachal Pradesh State.	United Nations Development Programme (UNDP)	Government Institution	11,297	
India		Developing a Climate Change Adaptation Framework for Indian Wetlands	Inspire Network for Environment, New Delhi	NGO	21,927	



Lead office	Project # (Global Office)	Project Title	Donor	Donor type	Project expenditure 2018 Global Organisation (€)	Project expenditure 2018 Foundation NL (€)
Malaysia		Wetland Design, Operation and Maintenance Guidelines for Elmina city	Sime Darby Elmina Development Sdn Bhd	Corporate	44,029	
<b>Vibrant Coasts and Deltas</b>						
Africa		ResilientSea Research the status of seagrass beds & provide West African governments with a knowledge base on restoration & conservation; translating into guidelines and actual conservation of 2-3 pilot sites per country. Support the Mst and PhD education of students	MAVA Foundation	Trust	1,500	
Africa		PRISE 1 - Project to Reduce the Impact of coastal infrastructure in West Africa	MAVA Foundation	Trust	139,775	
Europe		Communication campaign on the value of coastal wetlands	MAVA Foundation	Trust	1,000	

Lead office	Project # (Global Office)	Project Title	Donor	Donor type	Project expenditure 2018 Global Organisation (€)	Project expenditure 2018 Foundation NL (€)
Global/Africa	WI-NL 1358	Mangrove Capital Africa (Phase 1)	DOB Ecology	Trust	913,614	479,538
Global	WI-NL.1318	The Building with Nature Indonesia	Netherlands Sustainable Water Fund (FDW)	Government Institution	37,489	37,489
Global	WI-NL.1320	Cacheu Mangroves Conservation Guinea Bissau	Turing Foundation	Trust	1,287	1,287
Global	WI-NL. 1388	Water as Leverage	The Netherlands Enterprise Agency (RVO)	Government Institution	11,120	11,120
Global	WI-NL.1359	One Resilient Team Tacloban	Global Resilience Partnership	Institute	2,748	2,748
Global	WI-NL 1354	IKI-Building with Nature	German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, International Climate Initiative (IKI)	Government Institution	597,226	597,226

Lead office	Project # (Global Office)	Project Title	Donor	Donor type	Project expenditure 2018 Global Organisation (€)	Project expenditure 2018 Foundation NL (€)
Global	WI-NL.1374	Boskalis Carbon Footprint Reduction	Boskalis	Corporate	13,423	13,423
Global	WI-NL.1377	Ecoshape Relevance Paper	EcoShape	NGO	9,774	9,774
<b>Blue Lifelines</b>						
Europe		LIFE NGO operating grant 2018 SGA	European Commission	Government Institution	515,449	
Global	WI-NL 1309	Chronic Crisis Horn of Africa	Netherlands Ministry of Foreign Affairs (DGIS)	Government Institution	-358	-358
Global/ Mali	WI-NL 1315	BAMGIRE	The Dutch Embassy in Bamako, Mali	Government Institution	954,685	201,031
Global	WI-NL.1324	SWOS	EU Horizon 2020	Government Institution	64,037	64,037
Global	WI-NL.1329	IFPRI	IFPRI	Institute	-876	-876
Global	WI-NL.1337	Partners for Resilience 2	Netherlands Ministry of Foreign Affairs (DGIS)	Government Institution	2,115,831	2,115,831
Global	WI-NL.1343	IRM Karamoja	DGIS PfR	Government Institution	-6,380	-6,380

Lead office	Project # (Global Office)	Project Title	Donor	Donor type	Project expenditure 2018 Global Organisation (€)	Project expenditure 2018 Foundation NL (€)
Global	WI-NL.1391	Smart Agricultural Water use for Sahelian Wetlands Inception	Swiss Agency for Development and Cooperation (SDC)	Government Institution	79,874	79,874
Global	WI-NL. 1387	Ziway-Shalla: Basin in Balance	Netherlands Sustainable Water Fund (FDW)	Government Institution	251,128	251,128
<b>Water Stores from Mountain to Sea</b>						
Argentina	WI-NL. 1367	Saving High Andes wetlands for people and nature	DOB Ecology	Trust	240,035	21,506
Argentina	WI-NL. 1371	Corredor Azul	DOB Ecology	Trust	825,669	88,164
Europe		MedWet partners for Water	MAVA Foundation	Trust	26,500	
Europe		Reduce the impact of water abstraction and unsustainable water infrastructure on river basins biodiversity and functioning - Vjosa/Aoos	MAVA Foundation	Trust	13,500	

Lead office	Project # (Global Office)	Project Title	Donor	Donor type	Project expenditure 2018 Global Organisation (€)	Project expenditure 2018 Foundation NL (€)
Europe		Reduce the impact of water abstraction and unsustainable water infrastructure on river basins biodiversity and functioning - Douro/Duero	MAVA Foundation	Trust	13,500	
Global	WI-NL.1339	Watershed	Netherlands Ministry of Foreign Affairs (DGIS)	Government Institution	811,884	811,884
Global	WI-NL. 1369	WASH SDG	Netherlands Ministry of Foreign Affairs (DGIS)	Government Institution	15,763	15,763
Global	WI-NL. 1373	Mediterranean Capacity Platform on Water Management and Abstraction	MAVA Foundation	Trust	224,614	224,614
Global	WI-NL. 1383	Ridge to Coast, Rain to Tap	The Netherlands Enterprise Agency (RVO), Netherlands Sustainable Water Fund (FDW)	Government Institution	4,150	4,150

Lead office	Project # (Global Office)	Project Title	Donor	Donor type	Project expenditure 2018 Global Organisation (€)	Project expenditure 2018 Foundation NL (€)
Global	WI-NL. 1395	Water Peace and Security Initiative	Netherlands Ministry of Foreign Affairs (DGIS)	Government Institution	26,871	26,871
<b>Peatland Treasures</b>						
Global	WI-NL.1239	Peatland Ecosystem Rehabilitation	Permian Global	Corporate	29,898	29,898
Global	WI-NL.1246	Peat Rusia	German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, International Climate Initiative (IKI)	Government Institution	4,520	4,520
Global	WI-NL.1249	Responsible Peat	Responsible Peat Foundation	Government Institution	1,491	1,491
Global	WI-NL.1282	Building with Nature GHG Footprint	Boskalis	Corporate	1,290	1,290
Global	WI-NL.1297	Proud of my Purok - Dijk van een Wijk	NL	Government Institution	19,263	19,263

Lead office	Project # (Global Office)	Project Title	Donor	Donor type	Project expenditure 2018 Global Organisation (€)	Project expenditure 2018 Foundation NL (€)
Global	WI-NL.1325	Mongolia Strategic Management for Peatlands	Asian Development Bank	Government Institution	-6,521	-6,521
Global	WI-NL.1340	IPSP	Climate and Land Use Alliance	Trust	17	17
Global	WI-NL.1348	RSPO Modules	Roundtable on Sustainable Palm Oil (RSPO)	Corporate	2,913	2,913
Global	WI-NL.1349	Demonstration Project Mongolia Peatlands	Asian Development Bank	Government Institution		
Global	WI-NL 1351	Indonesian Peatland Partnership Fund	Good Energies Foundation	Trust	231,419	231,419
Global	WI-NL.1363	PeatRus second phase	German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, International Climate Initiative (IKI)	Government Institution	-52,579	-52,579

Lead office	Project # (Global Office)	Project Title	Donor	Donor type	Project expenditure 2018 Global Organisation (€)	Project expenditure 2018 Foundation NL (€)
Global	WI-NL.1376	Restoring Peatlands in Rusia for Fire Prevention and Climate Change Mitigation	International Investment Bank (IIB)	Corporate	100,167	100,167
Global	WI-NL. 1386	Paladiculture Platform SEAsia	Stichting Otter Fonds	Trust	22,438	22,438
Global	WI-NL.1364	RSPO Manual	Roundtable on Sustainable Palm Oil (RSPO)	Corporate	11,779	11,779
Malaysia		Canal Blocking along Jalan Badas project - Phase 2	Brunei Shell Petroleum Co Sdn Bhd (BSP)	Corporate	31,853	
Malaysia		Feasibility study for a carbon project at Badas Peat Dome, Brunei	Brunei Shell Petroleum Co Sdn Bhd (BSP)	Corporate	71,000	
Malaysia		Wetlands Advisory & Awareness Raising Services	Gamuda Land	Corporate	12,600.00	
Indonesia		Feasibility Study Carbon Project at Badas, Kuala Belait, Brunei Darussalam	Brunei Shell Petroleum Co Sdn Bhd (BSP)	Corporate	28,521	



Lead office	Project # (Global Office)	Project Title	Donor	Donor type	Project expenditure 2018 Global Organisation (€)	Project expenditure 2018 Foundation NL (€)
Indonesia		Restoration action plan for the Indonesian Peat Restoration Agency	WRI	Institute	312,804	
Indonesia		Carbon Stock Study and Analysis on Potential Reduction of Emission In Peat Swamp Forest Ecosystem (HRG) Pematang Gadung Ketapang District West Kalimantan Province	Tropenbos Indonesia	Institute	13,100	
		<b>GRAND TOTAL</b>			<b>11,281,455</b>	<b>7,196,969</b>

# List of Publications

- A way of life under threat: Dried wetlands lead to human displacement** (September 12, 2018), Impackter, Environment, SDG Series: <https://www.wetlands.org/blog/andean-region-place-protect/>
- Strategy for the conservation of migratory waterbirds in Arctic wetlands** : Irina Kamennova, Alexander Solokha, Merijn van Leeuwen, Frank Hoffmann, Naomi Racz. (Eds) <https://www.wetlands.org/publications/strategy-conservation-migratory-waterbirds-arctic-wetlands/>
- Strategy for the conservation of migratory waterbirds in the Senegal Delta** (*French*): <https://www.wetlands.org/publications/strategy-conservation-migratory-waterbirds-senegal-delta/>
- A Step Towards Resilience: Joint Initiatives Addressing Protracted Crisis in Somali Region** (2018) <https://www.wetlands.org/publications/step-towards-resilience/>
- Environmental risk assessment & ecosystem mapping of South Sudan's Kinaite Catchment** (2018), R. Visser, A. van der Heijden, R. van der Meulen, M. Hulshof (Acacia Water), B. Wamubeyi, L. Nyaega and T. Wamae (Wetlands International), <https://www.wetlands.org/publications/environmental-risk-assessment-ecosystem-mapping-south-sudans-kinaite-catchment/>
- Barr al Hikman, shorebird paradise in Oman** (2018), Jimmy de Fouw, Roeland Bom, Ward Hagemeijer, Andrew Thorpe, Raymond Klassen, <https://www.wetlands.org/news/astonishing-alarming-book-barr-al-hikman-shorebird-paradise-oman-makes-urgent-call-protect/>
- Integrated Risk Management- Reducing disaster risks by strengthening community resilience:** <https://africa.wetlands.org/en/publications/integrated-risk-management-reducing-disaster-risks-by-strengtheningcommunity-resilience/>
- National Disaster Management Strategic Plan - South Sudan**, (2018), Ministry of Humanitarian Affairs and Disaster Management <https://africa.wetlands.org/en/publications/national-disaster-management-strategic-plan-for-south-sudan/>
- Words into Action Guidelines Implementation Guide for Addressing Water-Related Disasters and Transboundary Cooperation** : <http://www.unece.org/index.php?id=50093>
- White paper Mastering disaster in a changing climate: Reducing disaster risk through resilient water management:** [http://www.globalwaterforum.org/2018/12/02/mastering-disaster-in-a-changing-climate-reducing-disaster-risk-through-resilient-water-management/?fbclid=IwAR2GOE94wJ21O9gBJBHWoIKewOGmaClFONVquwNej-1xRRCw4sqiAJ34\\_hY](http://www.globalwaterforum.org/2018/12/02/mastering-disaster-in-a-changing-climate-reducing-disaster-risk-through-resilient-water-management/?fbclid=IwAR2GOE94wJ21O9gBJBHWoIKewOGmaClFONVquwNej-1xRRCw4sqiAJ34_hY)

## Academic papers

- Prosser, D.J., Ding, C., Erwin, M., Mundkur, T., Sullivan, J.D., Ellis, E.C. 2018. **Species distribution modeling in regions of high need and limited data: waterfowl of China**. Avian Research. 9:7 <https://doi.org/10.1186/s40657-018-0099-4>

# Supervisory Council & Board of Association

As per 31 December 2018, the Supervisory Council of the Foundation and the Board of the Association of Wetlands International had the following members:

Start of term	Members	End of term	Supervisory Council	Board of Association	Position(s)
2015	Prof. Emeritus André van der Zande (2 <sup>nd</sup> term)	2018	Chair	Chair	<p><b>Other positions:</b></p> <ul style="list-style-type: none"> <li>Chairman of The Zuid-Hollands Landscape Foundation (Stichting Het Zuid-Hollands Landschap)</li> <li>Member of the Board 'De12Landschappen', on behalf of the Zuid-Hollands Landscape Foundation</li> <li>Member of the Board of the Foundation for Innovation of Peatlands Centre (Stichting Veenweiden Innovatie Centrum)</li> <li>Member the Advisory Committee Prof. Pieter van Vollenhoven</li> <li>Member of the General Council of the Foundation for Future in Technology (Stichting Toekomstbeeld der Techniek - (STT))</li> <li>Member of the Economic Board Utrecht (EBU)</li> </ul>
2014	Prof Dr Noelle Aarts (2 <sup>nd</sup> term)	2017	Member	Member	<ul style="list-style-type: none"> <li>Professor Communication and Change in Life Science Contexts, Wageningen University and Research</li> <li>Professor Strategic Communication (LOGEION chair), Amsterdam School of Communications Research, University of Amsterdam</li> </ul>
2016	Dr Gonzalo Castro de la Mata (4 <sup>th</sup> term)	2019	Member	Secretary	<ul style="list-style-type: none"> <li>Chairman, World Bank Inspection Panel</li> </ul>
2016	Drs Angelique van de Beeten	2019	Member	Treasurer	<ul style="list-style-type: none"> <li>General Director, Wouter de Graaf Bakeries (per April 2017)</li> </ul>

Start of term	Members	End of term	Supervisory Council	Board of Association	Position(s)
2015	(2 <sup>nd</sup> term) Prof Kazuaki Hoshino (2 <sup>nd</sup> term)	2018	Member	Member	<ul style="list-style-type: none"> <li>Project Professor, Kagoshima Center for Community Development at Kagoshima University</li> </ul> <p><b>Other position:</b></p> <ul style="list-style-type: none"> <li>Visiting Professor at UNU Institute for the Advanced Study of Sustainability</li> </ul>
2015	Dr Kathy Mackinnon (4 <sup>th</sup> term)	2018	Member (Vice Chair)	Member	<ul style="list-style-type: none"> <li>Chair, IUCN / World Commission on Protected Areas</li> </ul> <p><b>Other positions:</b></p> <ul style="list-style-type: none"> <li>Board Member, Botanic Gardens Conservation International</li> <li>Member, Cambridge Conservation Science Group, University of Cambridge</li> <li>Trustee UN Environment -World Conservation Monitoring Centre</li> </ul>
2015	Dr Dan Martin (3 <sup>rd</sup> term)	2018	Member	Member	<ul style="list-style-type: none"> <li>Consultant in fund-raising and foundation management</li> </ul> <p><b>Other positions:</b></p> <ul style="list-style-type: none"> <li>Trustee, Micronesia Conservation Trust</li> <li>Board of Directors, Environmental Film Festival, Washington, DC</li> <li>Trustee, Knox College</li> <li>Board of Directors, Friends of Costa Rica</li> <li>Board of Directors, Cuso International (Canada)</li> </ul>

Start of term	Members	End of term	Supervisory Council	Board of Association	Position(s)
2014	Dr Eliot Taylor (2 <sup>nd</sup> term)	2020	Member	Member	<ul style="list-style-type: none"> <li>• Team Leader, Implementation Service Provider for Catchment Management, Shire River Basin Management Program</li> </ul> <p>Other positions:</p> <ul style="list-style-type: none"> <li>• Director, Mott MacDonald Blantyre (Malawi) Ltd</li> <li>• Honorary member of the International Society for Limnology (SIL)</li> <li>• Member of the Freshwater Biological Association</li> <li>• Member of the Chartered Institute of Water and Environmental Management (MCIWEM)</li> <li>• Chartered Scientist (C. Sci)</li> <li>• Chartered Environmentalist (C. Env.)</li> <li>• Chartered Water and Environmental Manager (C. WEM)</li> </ul>
2016	Edward S. Ayensu (2 <sup>nd</sup> term)	2018	Member	Member	<ul style="list-style-type: none"> <li>• Chairman of the Board of Trustees of the African Institute for Mathematical Sciences (AIMS), Ghana</li> </ul>

# Members of the Association – Wetlands International

## Governments

- Bangladesh - Ministry of Water Resources
- Benin Environmental Protection Agency (ABE)
- Chile - Ministry of the Environment
- Ministry of the Environment, Japan
- Hungary - Ministry of Agriculture
- Austria's Federal Ministry of Agriculture, Forestry, Environment and Water Management
- Belgium - Service Public de Wallonie
- India - Ministry of Environment and Forests
- Belgium - Flemish Research Institute for Nature and Forest (INBO)
- Belgium - Brussels Environment IBGE-BIM
- Ireland - National Parks and Wildlife Service
- Kenya - Kenya Wildlife Service
- Malaysia - Ministry of Natural Resources and Environment
- Netherlands - Ministry of Economic Affairs
- Norway - Norwegian Environment Agency
- Pakistan - Ministry of Climate Change
- Slovakia - Ministry of the Environment
- Slovenia - Ministry of the Environment and Spatial Planning
- Sweden - Swedish Environmental Protection Agency
- Switzerland - Swiss Federal Office for the Environment (FOEN)
- Bulgaria - Ministry of Environment and Water
- China - The Convention on Wetlands Management Office
- Denmark - Ministry of the Environment and Food
- Ecuador - Ministerio del Ambiente
- Estonia - Ministry of the Environment
- Finland - Ministry of Agriculture and Forestry
- German - Ministry for the Environment

## Non-Governmental Organizations

- Via Pontica Foundation
- FACE
- Dansk Ornitologisk Forening (DOF)
- Deutscher Jagdverband (DJV)
- National Association of Regional Game Councils
- Vogelbescherming Nederland
- Nigerian Conservation Foundation
- Swedish Ornithological Society
- Schweizer Vogelschutz
- British Association for Shooting and Conservation (BASC)

## Counsellors of Honour - awarded

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

## Management Board of the Foundation

Ms Jane Madgwick	<p>Chief Executive Officer, Wetlands International, the Netherlands</p> <p><b>Other positions:</b></p> <ul style="list-style-type: none"> <li>• Member of the Governing Body, Wetlands International South Asia Society, India</li> <li>• Council member, Wetlands International, Malaysia</li> <li>• Council member, Fundacion para la Conservacion y el Uso Sustentable de los Humedales, Argentina</li> <li>• Chair, Wetlands International – European Association, the Netherlands</li> </ul>
Ms Josje Reinartz	Chief Operations Officer, Wetlands International, the Netherlands
Mr Lifeng Li	Head of Programmes
Mira-Bai Simón	Head of Communications and Advocacy

# Project Partners 2018

- Aarhus University
- Acacia Water
- African Eurasian Waterbird Agreement Secretariat
- African Eurasian Waterbird Monitoring Partnership
- Akvo Foundation
- Altenburg and Wymenga
- APPEL (Parliamentary Alliance on coast protection)
- APN (Asia-Pacific Network for Global Change Research)
- Aquatic Resource Authority of Panamá (ARAP)
- Arcadis Nederland
- Argentinian Ministry of Environment and Sustainable Development
- Atelier Ten
- BCST (Bird Conservation Society of Thailand)
- Bioprocess Pilot Facility B.V. (BPF)
- BirdLife International
- Bogor Agricultural University, Indonesia
- Boskalis
- Both ENDS
- Brockmann Geomatics
- Brunei Liquefied Natural Gas
- Brunei Shell Petroleum Co Sdn Bhd (BSP)
- Buenos Aires provincial government
- Cagayan de Oro City Water District
- Cagayan de Oro River Basin Management Council
- CARE
- Caritas
- Caritas Bihar, India
- Cenderet, India
- Centre for Water Resources Development and Management, Calicut
- Centre for Water Resources Development and Management, India
- CEOUA
- China State Forestry Authority
- Center for International Forestry Research (CIFOR)
- Climate Action Network
- Clinton Global Initiative
- CMS Flyways Working Group
- CNOOC Uganda
- Commonland
- Conservation International
- Cordaid
- De Vrije Koe
- Delta Alliance
- Deltares
- DFS Deutsche Forstservice GmbH
- District of Demak, Indonesia
- East Asian-Australasian Flyway Partnership (EAAFP)
- ECO Uganda
- EcoAlbania
- ECOAN (Asociacion Ecosistemas Andinos)
- EcoShape Consortium
- EKBY (Greek Biotope/Wetland Centre)
- Environmental Paper Network (EPN)
- Environmental Science for Social Change (ESSC) Philippines
- Ethiopian Wildlife and Natural History Society (EWNHS)
- Ethiopian Wildlife Conservation Authority (EWCA)



- EthioWetlands
- Euro-Mediterranean Information System on know-how in the Water sector (EMWIS)
- EURONATUR
- European Union Development Committee (EU DevCo)
- Eyes on the Forest
- FERN
- Food and Agricultural Organisation of the United Nations (FAO)
- Forest and Peoples Programme
- Foundation for Responsible Peat
- Free University of Amsterdam (VU)
- Friedrich-Schiller-Universität (FSU) JENA
- FRRL
- Friedrich Schiller University (FSU) Jena
- Fundacion Biosfera
- Geokinetics
- Grupo de -Estudos de Ordenamento do Território e Ambiente (GEOTA)
- Global Environment Centre
- Government of India
- GreenPeace
- Greifswald Mire Centre
- GRID Arendal
- Guinea-Bissauan Institute for Biodiversity and Protected Areas (IBAP)
- Guinea-Bissauan Ministry of Natural Resources and Environment
- Guinée Ecologie
- Global Water Partnership (GWP)
- Hanze Wetlands
- Himalayan Action Research Centre (HARC), Utarakand, India
- Hineleban Foundation
- Horn of Africa Regional Environment Centre and Network (HoA-REC&N)
- Hutan Kita Institute
- Hysteria
- IHE Delft Institute for Water Education
- International Institute for Sustainable Development (IISD)
- ISE
- IMPACT
- Indian Ministry of Environment and Forests and Climate Change
- Indian State governments (Odisha, Bihar, Gujarat, others)
- Indonesian Government Centre for Marine Resource Survey
- Indonesian Ministry of Environment and Forestry
- Indonesian Ministry of Marine Affairs and Fisheries
- Indonesian Ministry of Public Works and Housing
- INDUCAR
- Industrial Trading Corporation
- Innovatie Programma Veen (Landschap Noord-Holland, Agrarische Natuur Vereniging Water Land en Dijken, Provincie Noord-Holland, Hoogheemraadschap Hollands Noorderkwartier)
- Institute of Forest Science, Russian Academy of Science
- Institute of Botany and Geoecology, Greifswald University
- International Federation of the Red Cross (IFRC)
- International Mire Conservation Group (IMCG)
- International Peatland Society (IPS)
- International Water Management Institute (IWMI)

- International Rescue Committee (IRC)
- IUCN
- JENAOPTRONIK
- Jikalahari
- Joytech
- Kalvi Kendra (Tamil Nadu, India)
- Kassel University
- Katingan Mentaya Project
- Kenyan Ministry of Water and Irrigation, Water Resource Management Authority (WRMA)
- Kota Kita
- Living Earth Nigeria Foundation (LENF)
- LPN
- Malaysian Environmental NGOs (MENGO)
- Malaysian Ministry of Natural Resources and Environment, Forest Research Institute Malaysia (FRIM)
- Malaysian Water Partnership (MyWP)
- Mali National Directorate of Water and Forests (DNEF)
- Mali Ministry of Water and Energy
- Mangroves for the Future
- MECA
- McGill University
- MedINA
- Mediterranean Wetlands Alliance
- Mediterranean Wetlands Observatory
- MedWet
- Meki Batu Cooperative Farmer's Union
- Mendoza provincial government, Argentina
- Merti Integrated Development Programme (MID P)
- Michael Succow Foundation
- MGFI
- Ministry of Energy and Water, Mali
- Ministry of Natural Resources and Environment of the Russian Federation
- Mongolian Academy of Sciences
- Mongolian Forest Research Association
- Mongolian Ministry of Environment, Green Development and Tourism MonMap Co. Ltd.
- National Cooperative Bank Indonesia
- Nature Mauritanie
- Nature Mauritanie
- Nature Uganda
- Natuurverduubelaars
- Nederlands Veengenootschap
- NETCOAST, CSO network Odisha, India
- Netherlands Ministry of Foreign Affairs (DGIS)
- Netherlands Water Partnership
- Niger Basin Authority (NBA)
- Niigata University
- Nile Basin Initiative
- One Architecture
- Oregon State University
- Organization for the Defence of Wetlands (ODZH)
- Palm Oil Innovation Group (POIG)
- Panamanian Marine Resources Authority
- Panamanian Ministry of Environment
- Partnership for Environment and Disaster Risk Reduction (PEDRR)
- Partos
- Penn
- Perkumpulan SaMPan
- Philippine Reclamation Authority (PRA)
- Pindos P
- Practica
- Production Uganda
- PT Rimba Makmur Utama

- RABO Bank
- Radboud University
- RAIN
- RAIN Foundation
- Rainforest Action Network
- RAMPAO
- Ramsar Convention Secretariat and Regional Centres
- Ramsar Network, Japan
- Red Cross and Red Crescent National Societies
- Red Cross Red Crescent Climate Center
- REDD Safeguards Working Group
- Reducing Emissions from Deforestation and Degradation (REDD) -platform Netherlands
- REMOTE SENSING SOLUTIONS
- Reserva Natural Salus, Uruguay
- RHP
- Rift Valley Lakes Basin Authority (RVLBA)
- Rimba Makmur Utama
- River Watch
- Round Table on Responsible Soy (RTRS)
- Roundtable on Sustainable Palm Oil (RSPO)
- Royal Society for the Conservation of Nature, Jordan
- RUAF Foundation
- Rubicon Foundation (Stichting)
- Russian Ministry of Natural Resources and Environment
- Rift Valley Lakes Basin Authority (RVLBA)
- Satelligence
- SAVE Brazil
- Servicio Nacional de Áreas Naturales Protegidas por el Estado (SERNAMP)
- Sherwood Engineers
- SDO
- SEEDS, India
- Senegal River Basin Development Authority (OMVS)
- Simavi
- South-east Johor Development Authority (KEJORA), Malaysia
- SOVON
- Staatsbosbeheer
- Stichting Bargerveen
- Stichting Probos
- Tata chemicals
- Tauw
- Tecona
- TerraSphere
- Tetra Tech
- The Association of Southeast Asian Nations
- The Hague Centre for Strategic Studies
- The Ministry of the Environment, Government of Japan
- The Nature Conservancy
- The Pacific Institute
- The Wildfowl & Wetlands Trust (WWT)
- The World Resources Institute
- TINEGUENA Universities of Cabo Verde, Nouakchott, Nzérékoré
- Total Exploration
- Tour du Valat
- Tullow Uganda
- UBO
- UN Environment Program
- UNESCO-IHE
- UNEP-WCMC
- UNIFRUTTI
- University of Bonn
- University of Gadjah Mada, Indonesia (UGM)
- University of Tierra del Fuego, Argentina
- UNNATI, India
- UT Semide
- Van Oord
- Veenweide Innovatie centrum



- VEI Dutch Water Operators
- Vitens Evitens
- Von Lieberman
- Wageningen Environmental Research (Alterra)
- Wageningen Marine Research (IMARES)
- Wageningen University
- Wahana Bumi Hijau
- Walhi Riau
- WARSI
- WASH Alliance International
- WASTE
- Wildlife Conservation Society
- Witteveen & Bos
- Woods and Wayside International
- World Waternet
- World Wildlife Fund (WWF)
- World Wildlife Fund Philippines
- Yayasan Auriga
- Zoological Society of London (ZSL)



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Working with partners and communities in the Philippines

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# Specialist Groups

- Cormorant Specialist Group
- Crane Specialist Group
- Duck Specialist Group
- Diver/Loon Specialist Group
- Flamingo Specialist Group
- Freshwater Fish Specialist Group
- Goose Specialist Group
- Heron Specialist group
- Pelican Specialist Group
- Swan Specialist Group
- Stork, Ibis and Spoonbill 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 and Wetland Restoration are coordinated jointly by Wetlands International and the IUCN Species Survival Commission.

# Donors 2018

## Intergovernmental Organisations and International initiatives

- Convention on Migratory Species (CMS)
- Domestic Ramsar Committee for Relevant Municipalities (Japan)
- East Asian - Australasian Flyway Partnership (EAAFP)
- European Commission
- Global Resilience Partnership
- United Nations Development Programme (UNDP)
- United Nations Environment Programme (UNEP)
- Agreement on the Conservation of African-Eurasian Migratory Waterbirds (AEWA)
- Global Environment Facility (GEF)
- EU Horizon 2020

## Governments

- Canadian Wildlife Service
- Environment Canada
- German Society for International Cooperation (GIZ)
- German Federal Ministry for the Environment, Nature Conservation and Nuclear Safety, International Climate Initiative (IKI)
- German Development Bank (Kreditanstalt für Wiederaufbau, KfW)
- Japan Fund for Global Environment (JFGE)
- Corporacion Andina de Fomento (CAF)
- Swiss Federal Office for the Environment (FOEN)
- The Netherlands Enterprise Agency (RVO)
- Netherlands Ministry of Foreign Affairs (DGIS)
- Netherlands Sustainable Water Fund (FDW)
- Netherlands Water Partnership
- NMBCA-USF&WS
- Norwegian Environment Agency
- Swiss Agency for Development and Cooperation (SDC)
- The Dutch Embassy in Bamako, Mali
- The Ministry of the Environment, Government of Japan
- Environment and Protected Areas Authority United Arab Emirates
- U.S. Agency for International Development (USAID)



## Private Sector Corporations

- Avina Coca-Cola
- Boskalis
- Gamuda Land
- Keidanren Nature Conservation Fund (KNCF)
- Permian Global
- Shell
- Sime Darby Elmina Development Sdn Bhd
- The Hongkong and Shanghai Banking Corporation
- Total Uganda

## Trusts and Foundations

- Arcadia Fund
- DOB Ecology
- Good Energies Foundation
- MAVA Foundation
- RHP foundation
- Stichting Otter Fonds
- Turing Foundation
- Wildfowl and Wetlands Trust
- Keidanren Nature Conservation Fund (KNCF)
- Nationale Postcode Loterij

## Non-Governmental Organisations

- AMREF
- ASEAN Centre for Biodiversity
- Cordaid
- EcoShape
- Inspire Network for Environment, New Delhi
- Mobilift
- Netherlands Water Partnership
- Red Cross Netherlands
- Sovon



- Steinweg and SIPC
- Tropenbos Indonesia
- Vogelbescherming
- WIWO
- World Resources Institute (WRI)
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- Niigata University



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