

Non-Profit Organisation Business Plan 2020-2024



IPS Non-Profit Organisation Business Plan 2020-2024

International Peatland Society

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1. Executive Summary & Mission Statement

Purpose

The purpose of this non-profit organisational business plan is to give a concise overlook of

- What is IPS
- The mission and vision of the IPS
- The services the IPS provides, to which target groups, and how
- Non-profit status and impact of the IPS
- Finances: Current funding structure and future funding challenges
- Strategy, Workplan and Cost Analysis for 2021-2024

1.1 What does IPS stand for?

Founded in 1968, the International Peatland Society (IPS) is a global non-profit and non-governmental organisation of individual, corporate, and institutional members dedicated to the responsible management of peat and peatlands.

For more than 50 years, IPS has been the leading global organisation promoting a balanced and unified path for economic stability, environmental





protection, as well as social inclusion, for a responsible future of the world’s peatlands and their use. The scope of the IPS is global and encompasses all types of peatlands. This is the core vision of the IPS.

The IPS represents the combined strength of its members, partners, and stakeholders, bringing together peatland scientists, universities and research centres, non-profit organizations, professionals from peat industry, governments, regulators, consumers of peat and peatland enthusiasts.

The IPS has over 1700 members from 42 countries, the majority of whom are affiliated to one of 17 IPS National Committees.

1.2 The Mission

The mission of IPS is to address key peatland issues, including climate change, biodiversity, restoration and the need for responsible use and management.

It does this by promoting open dialogue between all its members and stakeholders. In doing this it combines factual accuracy, partner engagement, communication, and technical expertise at national and international level.

By harmonizing economic growth, social inclusion, and environmental protection, the IPS aims to

develop and deliver balanced and responsible solutions for peatland and peat challenges. In that sense, the IPS is a globally unique organisation.

The IPS serves all those involved in management of peat and peatlands through the acquisition, exchange, promotion, and communication of knowledge and experience, by means of communications, events and projects which address key issues.

1.3 How does IPS act?

The IPS is the only global organisation connecting all actors involved with peatland and peat, including industrial actors. The IPS actively promotes dialogue between all its stakeholders. It provides holistic, balanced, scientific, and fact-based knowledge at national and international level.

Concerns regarding climate change and greenhouse gas emission are rising worldwide. The current agenda of peatland conservation and restoration aims at a reduction and eventual complete exit from peat extraction. In this process, the economic and social dimensions of peatland management are often ignored.

IPS is the only organisation contributing balanced knowledge and information at international convention level, on all aspects of sustainability (economic, environmental, and societal).

2. IPS – a non-profit, non-governmental organisation

The IPS has been an independent, non-profit, and non-governmental organisation since 1968. It is currently registered in Finland, with its headquarters in Jyväskylä. As it does not receive government support, IPS depends on membership fees and industry stakeholder contributions. The IPS will also seek and receive funding from other sources.

Past IPS achievements have been substantial and have influenced the entire peat and peatland community. Achievements include the quadrennial International Peatland Congress (IPC) which is widely considered the biggest and most influential peatland and peat related event. Fifteen IPCs have been organised by the IPS since 1968; the 16th will

be held in Tallinn, Estonia, in 2021, and the 17th in China in 2024.

In addition to the Congress, countless conferences, symposia, and workshops have been organized for different target audiences every year. The first IPS Industry Summit was held in Rotterdam in 2018 and will be organized in future on a regular basis.

The IPS has published several books, including *Global Peat Resources* (Lappalainen, 1996), *Wise Use of Mires and Peatlands* (Joosten & Clarke, 2002), and *Peatlands & Climate Change* (Strack (ed), 2008, (2nd edition in the making), and numerous proceedings of conferences.



Photo by Sigmund

Figure 1: IPS organigram of essential goals and tasks



Important achievements have been the booklet Strategy for Responsible Peatland Management SRPM (Clarke & Rieley 2006, 6th Edition 2019) as well as the informational booklet International Conventions, Agencies, Agreements and Programs (Rieley 2014 & 2019).

The principles of SRPM were used to develop current peat certification systems RPP and Veriflora.

Over the years the IPS has built strong liaison with key international conventions and multinational organisations that formulate and discuss future peatland policies. Considering current concerns in relation to peatlands and greenhouse gas emission, the role of the IPS as an independent and knowledgeable NGO will be of increasing importance, especially for industrial stakeholders.

Through its three Commissions and twelve Expert Groups the IPS has available the knowledge base of its members to make logical and unbiased recommendations for Responsible Peatland Management that benefit society.

The biggest achievement over its 50 plus years of existence, and possibly its greatest asset, is

its member base and the way the IPS connects people from all fields related to peatland and peat.

The IPS community is large and diverse, and as a whole has a positive vision of peat and peatlands moving forward towards 2050.

The main goals of the IPS for the next four years can be summarized as follows:

- to acquire, assess, exchange, and disseminate verifiable information and knowledge on peat and peatlands
- to organise, co-organise and participate in conferences, scientific programmes, and projects
- to participate in international conventions and improve governance of peatlands and peat
- to increase and continuously strengthen services to its members
- to strengthen its funding

By pursuing these goals, IPS will grow stronger, strengthen and diversify its funding, reinforce its liaison with stakeholders as well as international conventions and organisations, improve its outreach and, ultimately, empower its community.

3. Serving our members

3.1 General Services to members

The IPS promotes and encourages information exchange, education and dialogue via its National Committees, Executive Board, Commissions and Expert Groups. The main communication tools are events, publications, and projects.

For instance, the IPS regularly organises, or contributes to, conferences, meetings, symposia and workshops for peatland scientists and managers, on all matters related to peatlands and peat.

IPS members benefit from discounts on registration fees for these events, nationally and internationally.

All IPS members receive the monthly newsletter Peatland Snippets as well as the magazine Peatlands International (four times/year), which include research information, reports, and news on all aspects of peat and peatlands, from science, management and industry.

Together with the International Mire Conservation Group (IMCG), IPS publishes the scientific open-access and peer-reviewed journal Mires and Peat, which is widely considered the benchmark journal for all studies related to peat and peatlands.

The IPS also maintains an active blog as well as a peatland and peat knowledge base on its website. The IPS serves as a forum to enable experts from different fields of business, science, culture, and regulatory bodies - all dealing with peat and peatlands - to interact and to find common solutions.





The IPS has initiated and funded several projects. In addition to the books mentioned earlier, these include Peat Dialogue, which was carried out in collaboration with the German NABU.

Other projects include Peat for Food, a study on long term volume demand and supply forecast of peat for the use in growing media in horticulture. The IPS will continue to initiate new projects and obtain funding for them.

The IPS also fills an important role in the counselling and consulting in matters related to all aspects of peat and peatlands, including peatland restoration and after-use.

IPS National Committees in 17 countries offer local networking opportunities.

3.2 International Conventions

Liaising with International Conventions and other international organisations is a major IPS activity, and the most important one for industrial stakeholders. As an NGO, IPS has observer rights at advisory bodies of several international conventions, a member or partner in other international organisation. These include, but are not restricted to:

- Ramsar Convention on Wetlands (Ramsar, observer)
- Ramsar Scientific & Technical Review Panel (Ramsar STRP, member)
- Convention on Biological Diversity (CBD, observer)
- United Nations Framework Convention on Climate Change (UNFCCC, access to COP , Conference of Parties)
- United Nations Environmental Program (UNEP, accreditation in progress)
- Global Landscape Forum (GLF)
- Food and Agriculture Organisation (FAO, liaison partnership)

Furthermore, the IPS is a member of the Global Peatlands Initiative (GPI), an increasingly influential United Nations programme of 35 partners that aims to protect peatlands as the world's largest terrestrial organic carbon store.

GPI is also the major driver in the implementation of the UNEA Resolution (UNEP 2019), which is a UN level statement and guideline to protect carbon stores in peatlands worldwide.

IPS has observer status at Ramsar, FAO, CBD, UNFCCC, and UNEP (accreditation in progress), which permits IPS access to COPs, sessions, as well as preparatory processes. IPS also engages with IPCC (Intergovernmental Panel on Climate Change) through the activities of some of its

scientific members in various countries and several environmental NGOs. International activities include side-events at major COPs (e.g. UNFCCC and Ramsar)

As a result of ongoing international convention activities, the IPS has published a guide to the role of International Conventions, Agencies and

Programmes that have interests in or policies on peat and peatlands.

By means of Industry Briefings, IPS informs its corporate members of developments at the international convention and organization level that can influence or affect their business operations.

4. Target Audiences & Marketing

As mentioned, the IPS is the only global network that focuses on all aspects of peat and peatlands, connecting stakeholders with a wide range of interests. The main target groups of IPS activities include representatives from:

Science: Peatland and peat scientists in academic institutions, research institutes, private companies, NGOs, governments, and international conventions.

Environmental Conservation: Individual and corporate members with interests in the conservation and management of natural peatlands, biodiversity, restoration, and climate-smart after-use of cut-over peatlands.

Industry: Peat extraction companies, growing media industry, manufacturers, and peat certification bodies. Representatives from industry may include scientists involved in developing innovative or alternative approaches to the use of peat or restoration of degraded peatland.

The IPS recruits new individual, corporate, institutional and student members directly through its 17 National Committees, and directly on-line to the Secretariat in Finland from countries without a National Committee.



Photo by Mika Korhonen

5. Management Team Summary

The IPS has two full-time staff, the Secretary General, and the Communications Manager. They make up the Secretariat. The IPS Secretariat is responsible for the administration of the Society including event and membership management, finances, publications, marketing, and general consultation.

It also maintains a library of IPS and related publications and an online shop. The Secretary General acts as the Chief Executive and is responsible to the Executive Board for the management and finances of the Society, supported by the Communications Manager.

The Executive Board (EB) is responsible to the Annual Assembly for the management of the Society. It comprises the 1st and 2nd Vice-Presidents and 2-8 ordinary members and is chaired by the President of the Society. The term of office is four years.

The highest decision-making organ of the IPS is the Annual Assembly. It comprises one official representative from each National Committee. In addition, other members of the IPS can attend as non-voting observers.

The Annual Assembly approves the accounts, the annual report, plan of activities and the budget of IPS. It also elects the President and the Vice-Presidents and members of the Executive Board. Annual Assemblies of National Representatives are held in May/June of each year. All National Committees of the IPS are invited to host an Annual Assembly in their country.

The IPS has three Commissions, on environmental, economic, and social aspects of peatlands. They are supported by a total of 12 Expert Groups. The main operational activities of IPS are conducted through these Commissions that act as subject groups within specific fields. Membership in





IPS Commissions is open to all those who are interested in the subject.

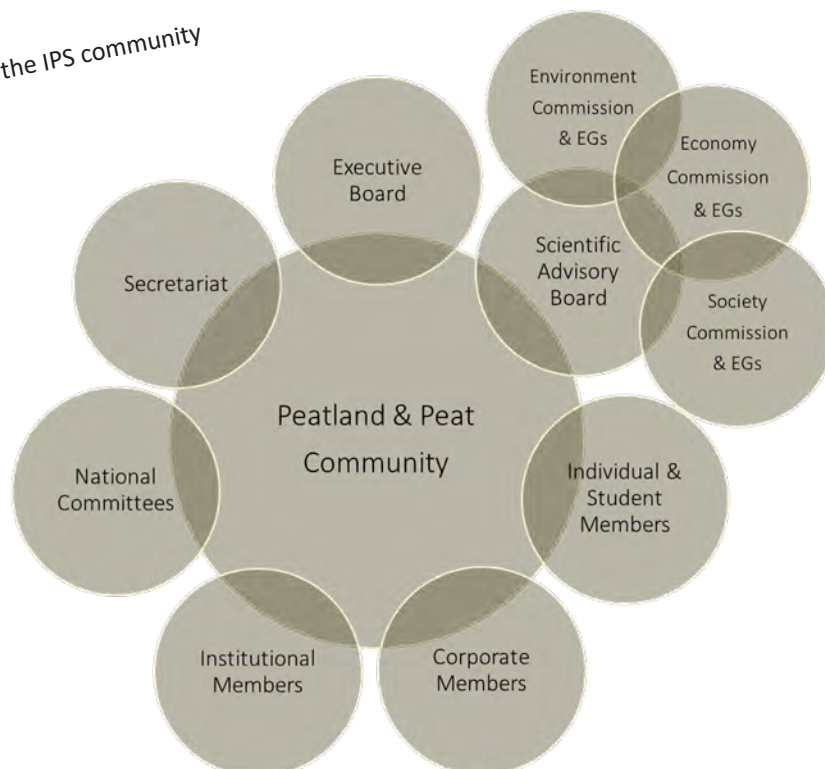
Commissions and elsewhere and promoting and disseminating research results.

The Scientific Advisory Board (SAB) consists of the three Commission Chairs, and the 2nd Vice President of the IPS. It provides the Society with advice and information on matters of scientific, technical, social and cultural importance, drawing upon the pool of knowledge available in the

It is important to know that the majority of IPS operations are performed on a voluntary basis.

The full-time positions of Secretary General and Communications Manager are an absolute minimum requirement to keep the IPS functional.

Figure 2: Diagram of the IPS community



6. Finances

As a non-profit organisation, the IPS depends on external funding, which has traditionally come in the form of membership fees and, notably, industry stakeholder contributions.

The minimum human resource requirements for IPS are two full-time employees, which are currently the Secretary General as well as the Communications Manager. The total IPS income must cover all costs related to salaries, publications, technology, facilities, travelling and projects.

Industry stakeholder contributions are based on an agreement between IPS and companies or peat industry associations from countries with extensive peat production and/or processing. In addition to these contributions, several companies are contributing to the salary of the fulltime Secretary General for the period 2019-2021. These contributions are the backbone of IPS funding.

The basic industry contributions (commonly referred to as “industry fee”) need to be re-negotiated for 2021-2024, and the Secretary General contributions for 2022-2024.

In January 2018, a meeting with IPS and industry representatives was held in Espoo, Finland, to find a new formula for calculating industry fees. As it was difficult to reach a common agreement, current fees were frozen for 2018 - 2020.

However, irrespective on how industrial fees are distributed between countries, a minimum

contribution of 115,000€ from the industry is necessary to keep IPS operational, starting from 2021. From 2022 onwards another 90,000€ will be necessary to keep a full time Secretary General.

Therefore, to keep IPS operational in the long term, a minimum of close to 200,000€ are needed annually in addition to National Committee fees.

If IPS funding drops below that threshold level, savings can only be made by reducing HR and travel costs, both of which would essentially prevent IPS from doing what is supposed to do.

In Appendix 4, the Budget of IPS is projected to 2024. With the current industry fee structure



Photo by Severin Candrian

ending 2020, and SG salary contribution commitments ending 2021, the table show the funding amount need to sustain IPS.

Most costs are fixed (salaries & social insurances, rent, accounting, IT etc.) that cannot be reduced without compromising the operations of the IPS.

Travel costs are calculated based on the event attendance plan 2021-2024 (Appendix 3). A major part of these travel costs arises from essential convention work, i.e. from attending key events organized by international conventions and organisations.

This work cannot be fulfilled if funding levels fall below the threshold level mentioned above.

The IPS is actively seeking funding from other sources, but for these, time is needed if they are to be realised. These include project funding or EU operative grants for NGOs. As an international NGO, the IPS does not and cannot receive government funding in Finland.

It also needs to be understood, if the overhead funding of projects is to become a significant part of the funding of the IPS, additional personnel must be recruited, and hence even more funding would be needed.

The development of project funding as a source of finance for the IPS will take time.

7. Appendices

IPS Strategy 2020-2024
Plan of event attendance 2021-2024
Budget projections 2021-2024

If you have further questions, please do not hesitate to contact us:

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Photo by Lasma Artmane

Strategic Plan of the International Peatland Society 2020-2024





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Foreword

Since its establishment in 1968, the International Peatland Society (IPS) has served the broad needs of peatland and peat stakeholders around the world, representing scientific, commercial and social interests. It has endeavoured to present and exchange balanced information on the extent, importance and use of this resource by facilitating dialogue and debate on its Wise Use and Responsible Management documents.

The IPS is registered in Finland with headquarter in Jyväskylä. The Annual Assembly of National Representatives is the ultimate decision-taking body. Routine management is undertaken by the Executive Board of elected members, supported by a Secretariat consisting of a Secretary General and Communications Manager.

The IPS Strategic Plan directs the work of the Society between quadrennial Congresses through a Scientific Advisory Board, Commissions and Expert Groups.

The IPS represents the combined strength of its members, partners and stakeholders, bringing together peatland scientists, universities and research centres, non-profit organizations, professionals from peat industry, governments, regulators, consumers of peat and peatland enthusiasts.

The IPS has over 1700 members from 42 countries, the majority of whom are affiliated to one of 17 IPS National Committees. For over 50 years the IPS has enabled peatland and peat scientists, managers and regulators to interface and share views.

Peatlands contain the world's largest terrestrial carbon stock and are key biotopes in the context of climate change mitigation and adaptation. As terrestrial wetland ecosystems, peatlands also deliver essential ecological services and natural resources that are important for local livelihoods, health, and water availability and management.

These properties must be balanced in economic, environmental and societal terms to achieve both the greenhouse gas emission targets of the UNFCCC Paris Agreement and the UN SDGs (Sustainable Development Goals). Peatlands face immense challenges in the future, some of which are addressed in this Strategy.

The IPS serves all those involved in management of peatlands and peat through the acquisition, exchange, promotion, and communication of knowledge and experience, by means of communications, events and projects which address key issues, including climate change, biodiversity, and the need for responsible use and restoration.



Photo by Maksim Shutov

Introduction

Who we are

The International Peatland Society (IPS) is a non-governmental, non-profit multidisciplinary organisation dealing with peatlands and peat.

It respects the economic, social, and environmental values of peatlands.

The IPS will strive to be recognised by the international community and others as an impartial and knowledgeable organisation for the provision of science-based advice and knowledge on peatlands and peat.

Vision

To be the leading international organisation promoting the responsible management and wise use of peatlands and peat.

Mission

To serve all those involved in peat and peatlands through the promotion, gathering, exchange and communication of knowledge and experience, by means of events and projects which address key issues, in particular climate change and diversity.



Photo by Shane Rouge

Strategic Goals, Actions & Objectives

Strategic Goal 1: To acquire, assess, exchange and disseminate up-to-date information and knowledge

The IPS will continue to organise events, work with partners and stakeholders, participate in projects, and implement actions to promote this goal.

The IPS will focus on particular peatland themes. Key themes for 2020-2024 include climate change, restoration, agricultural use of peatlands and the role of peat and peatlands for food security and human well-being.

Under these themes, actions and tasks will be developed, implemented and monitored. The IPS will also collect data on important aspects of peatlands and peat and provide objective and scientific information.

Measurable Objectives:

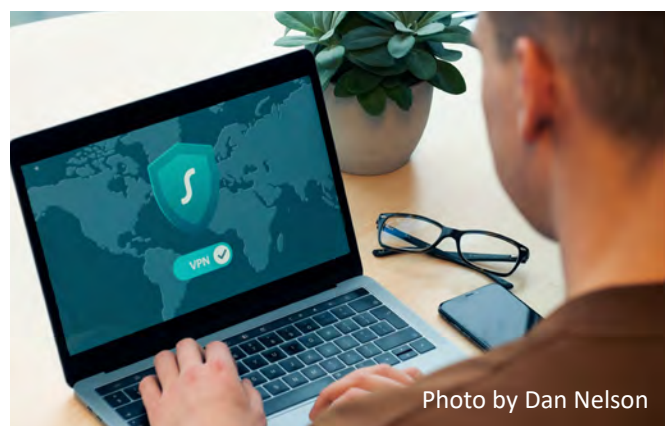
By definition, measurable objectives are goals that can be measured with a number. For an NGO like IPS, such measurable objectives are most likely related to e.g. outcome, revenue, cost or culture & communication.

- Projects implemented (e.g. questionnaire and data collection projects)
- Counselling and participation in dialogues with stakeholders, policy makers etc
- Published information (articles, reports, book)

Actions

We will:

- A1/1 Direct IPS Expert Groups to respond to changing priorities, and undertake tasks identified by the Executive and Scientific Advisory Boards
- A1/2 Focus the forum of IPS experts to identify, discuss, prioritise, and take action on important and emerging cultural, scientific and economic issues to develop initiatives, partnerships and projects
- A1/3 Disseminate information to peatland managers, peat supply chain and growing media companies (including horticultural companies), and policy makers on the importance of peatlands and peat in climate change and food security
- A1/4 Organise events and lectures to inform, discuss and debate the importance of peatlands and peat GHG emissions in climate change processes
- A1/5 Encourage members to contribute articles to Peatlands International, Peatland Snippets and Website Blog
- A1/6 Update the Peatlands and Climate Change Book (2nd Edition to be completed by Autumn 2021)
- A1/7 Develop the IPS Concept 2050



Strategic Goal 2: To participate in scientific programmes and projects and communicate the results

We will continue to encourage peatland and peat experts to collaborate in interdisciplinary events and projects. The IPS will, if appropriate, take a lead in obtaining funding and managing projects.

Measurable Objectives:

- Evaluate project needs
- Establish project group(s)
- Applications for project funding
- Events organised/co-organised/participated
- UN Decade of restoration involvement

Actions

We will:

- A2/1 Establish project planning group(s) to identify and take advantage of opportunities for research and development of emerging peatland and peat issues, prepare project proposals, and apply for funding
- A2/2 Participate in scientific events organized by third parties
- A2/3 Update continuously and improve the IPS website and its knowledge hub
- A2/4 Establish In collaboration with National Committees (NCs) and national peat associations, a workflow to receive and collate annual peatland and peat statistics
- A2/5 Commit to and become involved in the UN Decade on Ecological Restoration



Strategic Goal 3: To improve governance of peatlands through involvement with International Conventions

The IPS will contribute to the better understanding and responsible management of peatlands, by forming partnerships with NGOs and other organisations related to all aspects of peatlands and peat, and liaising with international conventions, agencies, agreements, programmes and regional bodies.

Through our National Committees we will seek to establish dialogue with national and regional governments and their policy advisors.

3.1. Contribution to international policy making

The IPS will actively promote and contribute to the dialogue between stakeholders and decision makers by providing fact-based and balanced information at national and international levels.

Measurable Objective:

The IPS will establish (by date) a mechanism to stimulate and monitor the provision of information to and contacts with policy makers and will solicit regular feedback from policy makers.

- Participation in dialogues with stakeholders, policy makers etc
- Event organised/co-organised/participated
- Published information (articles, reports)

Actions

We will:

- A3.1/1 Engage with policy makers to determine the nature of the information on peatlands and peat needed to be incorporated in policy advice to decision makers
- A3.1/2 Organise briefing meetings, seminars and workshops with policy makers to

disseminate balanced information about the importance of the responsible management of peatlands and the wise use of peat

- A3.1/3 Participate in similar events organized by third parties
- A3.1/4 Establish, together with National Committees, a database of national/regional peatland strategies and policies
- A3.1/5 Hold peatland and peat policy meetings every second year in a focal country to which policy makers from that country should be invited

3.2. Establishment of partnerships

We will confirm and reinforce existing partnerships, and form new ones with organisations and institutes with similar objectives. The purpose of these partnerships is to undertake the sharing of information and views, discuss joint activities and prepare joint position papers. The IPS will attend key international conventions and related meetings.

Measurable Objectives:

The IPS will continue to participate at relevant international events and through the provision of joint position papers with appropriate partners. It will provide members and stakeholders with information on the work of international organisations and conventions relevant to peatlands and peat, and with reports on IPS attendance at meetings of these bodies.

- Convention & International Organisation events attended
- Other events (organised/co-organised/participated)
- Side-events organized/co-organized
- UN Decade of restoration involvement
- Published information (articles, reports)

Actions

We will:

- A3.2/1 Conclude, reaffirm or renew agreements with environmental NGOs, including IMCG, SWS, ISHS, Wetlands International, as well as with and peat industry stakeholders like CSPMA, GME and IVG, and forge new ones if necessary



Photo by Nikoline Arns

- A3.2/2 Consolidate our relationships with international conventions, agencies and programmes (FAO/MICCA, GPI and Ramsar/STRP) and strengthen relationships with CBD, UNEP, UNFCCC and IPCC
- A3.2/3 Provide information to relevant international conventions and other organisations to promote responsible management of peatlands and wise use of peat.
- A3.2/4 Monitor the activities of international conventions, agencies and programmes and European Union agencies, Directorates and other bodies that have interests in or exert influence on aspects of peatland and peat. Provide reports on these activities to our members and principal stakeholders on an annual basis
- A3.2/5 Maintain an annual timetable of events and meetings of international and regional organisations and international NGO partners, highlighting those of importance on which IPS should be represented
- A3.2/6 Ensure a strong and active involvement of the IPS in the Global Peatlands Initiative (GPI) through regular communication and participation in GPI events
- A3.2/7 Organise and/or co-organise side-events at International Convention COPs, such as Ramsar, UNFCCC and CBD
- A3.2/8 Organise joint meetings every 1-2 years, between the IPS Executive Board and the Boards of Growing Media Europe (GME) and CSPMA to discuss and share views on the impact of national, regional and international rules, regulations and policies on the economics of peatland and peat management

Strategic Goal 4: To strengthen services to members

4.1. Communication with members

The IPS will continue to develop a discourse with its members and stakeholders, provide IPS members with information on current developments as well as possibilities to meet other relevant stakeholders on peat and peatland issues in a safe and professional environment

Measurable Objectives:

- Video/F2F meetings arranged
- Reports & feedback
- Published information (articles, reports)
- NC events organised/co-organised/participated

Actions

We will:

- A4/1.1 Evaluate and adapt current IPS communications strategy to convey the Society's role in promoting the scientific, cultural and economic values of peatlands and peat
- A4/1.2 Investigate how to expand IPS membership beyond the current National Committees, especially in Africa and Central and South America
- A4/1.3 Encourage National Committees to organise local conferences and seminars
- A4/1.4 Encourage NCs to host a side event at each International Peatland Congress

4.2. Strengthening of membership

We will prepare a recruitment strategy to increase IPS membership and encourage National Committees to play a major role in its implementation.

Measurable Objectives:

Increase membership in tropical and southern temperate peatland countries, such as Vietnam, Thailand, Congo, Peru, and Chile, as well as consolidate the membership of Eastern European

countries, including Poland, Russia, Ukraine, and Belarus.

- New NCs & members
- Involvement/participation in IPS or other peatland related event
- Published information (articles, reports)

Actions

We will:

- A4/2.1 Launch a membership campaign in partnership with National Committees to recruit new individual, corporate, institute, NGO and student members
- A4/2.2 Contact and encourage individuals of these target groups to present the results of their research or related experiences of peatland management at IPS events
- A4/2.3 Provide terms of reference for National Committees, setting out their objectives, responsibilities, and tasks

4.3. Strengthening of funding

The funding model of the IPS needs to be updated.

Measurable Objectives:

The Executive Board will establish a working group to review and evaluate current and future funding requirements to ensure IPS is sustainable.

- Video/F2F negotiation arranged
- Negotiation outcome
- Funding received

Actions

We will:

- A4/3.1 Prepare a four-year NGO Business Plan that states what and who the IPS is, and what it does; defines target groups; reviews the current funding model, income and expenses, and determines minimum funds needed to implement the strategy
- A4/3.2 Determine future industry contributions in consultation with industry members
- A4/3.3 Initiate dialogue with NCs in order to review and adapt membership and fee structures
- A4/3.4 Evaluate alternative NGO funding

Strategy Implementation

Monitoring and Amendment

This is the fifth IPS Strategic Plan since 2004. The current Strategy (2016-2020) is being used as the baseline and is being adapted to prioritise current challenges by the Secretariat, Executive Board and Scientific Advisory Board (SAB).

Discussions on the present Plan, and modifications to it, may continue throughout the remainder of 2020, including also National Committees. The Strategy will be presented to the General Assembly at IPC2021 in Tallinn.

The progress of implementation of the Plan will be monitored annually by the Executive Board. The Executive Board will carry out an in-depth

review of the 5th Strategic Plan at its midway point. It will report to the Annual Assembly that will be held at the 17th International Peatland Congress in China in 2024.

IPS values

The IPS will implement this Strategy in Accordance with the following values:

Accountability and transparency

IPS membership is open to everyone (individual and corporate) with an interest in any aspect of peatlands and peat. The Statutes and Regulations confirm our open structure of governance and the responsibilities these places upon members.

Professionalism and addressing members' needs

We take a pride in providing services and running events to a high professional standard and advise members through communication on education, research and advocacy in matters related to their professional, scientific and environmental activities.

Impartiality and evidence based

The IPS encourages divergent opinions to be expressed and discussed based on verifiable scientific data and information in an unbiased way.

Research and development

The IPS promotes scientific research into peatlands and peat, development of state of the art technology, and best management practices in the achievement of responsible management and wise use, including for conservation and non-use, and to disseminate the information obtained.



Photo by Ivana Cajina

Communications

We communicate positively within our membership and beyond, providing information on the role of peatlands and peat in the environment and the economy, and their wise use to society at large using traditional and electronic means.

Contributing to public policy

The IPS cooperates with governmental, intergovernmental, and international organisations and provides them with impartial, science-

based information relevant to policies directly or indirectly affecting peatlands and peat and their use.

Forging partnerships

The IPS has established partnerships with other NGOs, international conservation organisations and international conventions, agencies, agreements and programmes to enhance the knowledge of, discussion on and understanding of the importance and vital role of peatlands and peat in global environmental systems.

Acronyms

AA	Annual Assembly of the IPS	IPC	International Peatland Congress
CBD	Convention on Biological Diversity	IPCC	Intergovernmental Panel on Climate Change
COP	Conference of the Parties	IT	Information Technology
CSPMA	Canadian Sphagnum Peat Moss Association	IPS	International Peatland Society
EB	Executive Board	ISHS	International Society for Horticultural Science
EG	Expert Group	IUCN	International Union for Conservation of Nature
EU	European Union	IVG	Industrieverband Garten e.V.
FAO	Food and Agriculture Organisation of the United Nations	MICCA	Mitigation of Climate Change in Agriculture (FAO)
F2F	Face-to-Face	NC	National Committee
GLF	Global Landscapes Forum	NGO	Non-Governmental Organisation
GME	Growing Media Europe	SAB	Scientific Advisory Board
GPI	Global Peatlands Initiative	SDG	Sustainable Development Goals
IMCG	International Mire Conservation Group	SER	Society for Ecological Restoration
		SG	Secretary General
		SRPM	Strategy for Responsible Peatland Management
		STRP	Scientific and Technical Review Panel (Ramsar Convention)
		SWS	Society of Wetland Scientists
		UN	United Nations
		UNEA	United Nations Environment Assembly
		UNEP	United Nations Environment Program
		UNFCCC	United Nations Framework Convention on Climate Change
		WI	Wetlands International



Photo by Stefan Sidén

Events 2021-2024 essential to IPS+G71A5A1:G70

*Estimated costs, includes travel and accomodation, possible conference fees and room fees (e.g. for eb meetings)

** Participation at UNEA Session implies accreditation of IPS to UNEP (application review is in progress). If accredited, these sessions should be attended by IPS

All events cannot be planned/predicted. In addition to these standard events, 4-5 internal & external events/year need to be budgeted.

Eg. In 2019 IPS participated in two important BfN/GPI Workshops (Vilm, Bonn), and organized two seperate expert & CEO workshops (Vantaa, Palang TBA=To be announced

		Estimated costs, includes travel and accom	Place	Persons to be funded	Costs	Total/year
2021	Mar	Ramsar STRP	Gland, Switzerland	1	€1 400	
	Apr	GME general Assembly	TBA	1	€800	
	May	IPC 2021 & Industry Summit	Tallinn, Estonia	3 or 4	€3 000	
	2nd Quarter	CBD COP15	Kunming, China	1	€2 000	
	Jun	RE3 - Reclaim, Restore, Rewild	Quebec City, Canada	1	€2 500	
	Jun	GPI Workshop & Assembly (at RE3)	Quebec City, Canada	1	€0	
	Oct	HGI Conference	Indonesia	1	€2 000	
	Nov	Ramsar COP14	Wuhan, China	1	€2 000	
	Nov	UNHCCC COP26	Glasgow, UK	about 3	€3 000	
	Nov	EB Meeting	TBA	4	€3 000	
	TBA	SAB/EG Meeting	TBA	10 to 12	€6 000	
	TBA	Baltic Peat Producers Forum	TBA	1	€800	
	TBA	UNEA 5th Session**	Nairobi	1	€2 000	
	TBA	4-5 additional events	TBA	1 on average	€6 000	€34 500
2022	TBA	EB Meeting, Assembly & Industry Summit	TBA	4	€4 000	
	TBA	EB Meeting	TBA	4	€3 000	
	TBA	SAB/EG Meeting	TBA	10 to 12	€6 000	
	TBA	Ramsar STRP	Switzerland	1	€1 400	
	TBA	UNFCCC COP27	TBA	about 3	€3 000	
	TBA	UNEA 6th Session**	Nairobi	1	€2 000	
	TBA	GPI Annual Assembly	TBA	1	€1 500	
	TBA	Tropical Peatland Round Table	TBA	1	€1 500	
	TBA	Baltic Peat Producers Forum	TBA	1	€800	
	TBA	GME General Assembly	TBA	1	€800	
	TBA	4-5 additional events	TBA	1 on average	€6 000	€30 000
2023	TBA	EB Meeting & Assembly	TBA	4	€3 000	
	TBA	EB Meeting	TBA	4	€3 000	
	TBA	SAB/EG Meeting	TBA	10 to 12	€6 000	
	TBA	Ramsar STRP	Switzerland	1	€1 400	
	TBA	UNFCCC COP28	TBA	about 3	€3 000	
	TBA	UNEA 7th Session**	Nairobi	1	€2 000	
	TBA	GPI Annual Assembly	TBA	1	€1 500	
	TBA	Tropical Peatland Round Table	TBA	1	€1 500	
	TBA	Baltic Peat Producers Forum	TBA	1	€800	
	TBA	GME General Assembly	TBA	1	€800	
	TBA	4-5 additional events	TBA	1 on average	€6 000	€29 000
2024	Jul	IPC 2024 & Industry Summit	China	3 to 4	€7 000	
	Jul	EB Meeting & Assembly (at IPC)	China	0	€0	
	TBA	Ramsar COP15	TBA	1	€2 000	
	TBA	CBD COP16	TBA	1	€2 000	
	TBA	EB Meeting	TBA	4	€3 000	
	TBA	SAB/EG Meeting	TBA	10 to 12	€6 000	
	TBA	Ramsar STRP	Switzerland	1	€1 400	
	TBA	UNFCCC COP28	TBA	about 3	€3 000	
	TBA	UNEA 8th Session**	Nairobi	1	€2 000	
	TBA	GPI Annual Assembly	TBA	1	€1 500	
	TBA	Tropical Peatland Round Table	TBA	1	€1 500	
	TBA	Baltic Peat Producers Forum	TBA	1	€800	
	TBA	GME General Assembly	TBA	1	€800	
	TBA	4-5 additional events	TBA	1 on average	€6 000	€37 000
						€130 500
					per annum*	€32 625
					*plus 2% annual increase	

IPS Budget Projections 2021-2024	2021	2022	2023	2024
INCOME				
Membership fees				
National Committee fees	31 040 €	31 661 €	32 294 €	32 940 €
Corporate and industrial fees	0 €	0 €	0 €	0 €
Individual, company & Student member fees (Countries without NC)	4 400 €	4 488 €	4 578 €	4 669 €
Membership fees total	35 440 €	36 149 €	36 872 €	37 609 €
Publishing				
Publishing total	4 584 €	4 584 €	4 584 €	4 584 €
Events				
IPC income (15% Congress commission)	0 €	0 €	0 €	0 €
Events total	0 €	0 €	0 €	0 €
Other				
Grant contributions	3 000 €	3 000 €	3 000 €	3 000 €
Project & other income	0 €	0 €	0 €	0 €
Other income (Secretary General salary contributions)	86 000 €	0 €	0 €	0 €
Other income total	89 200 €	3 200 €	3 200 €	3 200 €
INCOME TOTAL	129 224 €	43 933 €	44 656 €	45 393 €
EXPENSES				
Staff and external services				
Staff, accounting and auditing total	-155 083 €	-156 634 €	-158 200 €	-159 782 €
Facilities and administration				
Rent	-5 000 €	-5 050 €	-5 101 €	-5 152 €
Cleaning	-150 €	-150 €	-150 €	-150 €
Office equipment	-3 500 €	-3 500 €	-3 500 €	-3 500 €
Office materials	-200 €	-200 €	-200 €	-200 €
IT (IT maintenance, phone & internet, printing and copying)	-7 300 €	-7 300 €	-7 300 €	-7 300 €
Books and magazines	-100 €	-100 €	-100 €	-100 €
Mailing	-1 500 €	-1 500 €	-1 500 €	-1 500 €
Office catering and staff occasions	-200 €	-200 €	-200 €	-200 €
Other insurances	-2 000 €	-2 000 €	-2 000 €	-2 000 €
Other costs	-350 €	-350 €	-350 €	-350 €
Facilities and administration total	-20 300 €	-20 350 €	-20 401 €	-20 452 €
Travelling				
Travel Costs	-32 625 €	-32 625 €	-32 625 €	-32 625 €
Travelling total (incl. +2%/year)	-32 625 €	-33 278 €	-33 943 €	-34 622 €
Publishing				
Peatlands and Climate Change 2nd edition printing	-8 000 €	0 €	0 €	0 €
Peatlands and Climate Change 2nd edition Editors costs	-3 600 €	0 €	0 €	0 €
Online journal Mires and Peat*	-5 000 €	-5 000 €	-5 000 €	-5 000 €
Proofreading + translations, book scanning & other publication cos	-700 €	-700 €	-700 €	-700 €
Website and email	-2 000 €	-2 000 €	-2 000 €	-2 000 €
Publishing total	-19 300 €	-7 700 €	-7 700 €	-7 700 €
Other				
Marketing & other costs	-1 000 €	-1 000 €	-1 000 €	-1 000 €
Allan Robertson Grants	-4 000 €	-4 000 €	-4 000 €	-4 000 €
Membership fees	-1 000 €	-1 000 €	-1 000 €	-1 000 €
Others total	-6 000 €	-6 000 €	-6 000 €	-6 000 €
Financial				
Average Credit losses	-3 000 €	-3 000 €	-3 000 €	-3 000 €
Depreciations & fees	-1 750 €	-1 650 €	-1 550 €	-1 450 €
Financial total	-4 750 €	-4 650 €	-4 550 €	-4 450 €
EXPENSES TOTAL	-238 058 €	-228 611 €	-230 794 €	-233 006 €
Funding needed (Income minus Expenses)	-108 834 €	-184 679 €	-186 138 €	-187 612 €

Possible coming project and other funding is not budgeted as not known yet.

All membership fees are subject to 2% annual increase

In practice, even if SG contributions continue, fading industry fees will dramatically reduce core funding, thereby essentially undermining the prime task of IPS to Industry: Convention work