

Rewilding Europe®

Making Europe a Wilder Place



Three-Year Strategic Plan 2019-2021

Approved by the Supervisory Board of Rewilding Europe

Amsterdam, The Netherlands, 25 March 2019

1. Corporate positioning

1.1. The initiative

Rewilding Europe is the first and only European-wide initiative that uses a unique and historical opportunity in Europe to advocate a vision for a wilder Europe. This is done through creating large areas of wild nature and abundant wildlife across our continent that become inspirational showcases in this process, working in support of both Europe's nature and people.

Historic opportunity

Rewilding Europe was initiated and founded in 2011 by a number of individuals that want to take advantage of a historic opportunity that is unfolding in Europe, caused by:

- Large scale land abandonment in rural areas in Europe (both in agricultural and in forested areas), where associated socio-economic problems can be turned into new opportunities,
- A substantial comeback of a number of iconic and keystone wildlife species, offering great opportunities for Europeans to enjoy and benefit from this wildlife resurgence,
- An increasing demand – alongside increasing urbanisation – for urban people who want to go out and experience wild nature and see wildlife, combined with an increasing tolerance towards wild animals,
- The opportunity rewilding provides as a cost-effective way to manage Natura 2000 areas – Europe's main network of protected areas.
- Developing European nature policy, such as the new EU Biodiversity Strategy post 2020, and relevant sectors such as climate change, water management, energy, agriculture and circular economy.

Vision

Wild nature¹ is recognised as a fundamental part of Europe's heritage and an essential element in a modern, prosperous, and healthy society.

Mission

Rewilding Europe wants to *make Europe a wilder place, with much more space for wild nature, wildlife and natural processes. In bringing* back the variety of life, Rewilding Europe will explore new ways for people to enjoy and earn a fair living from the wild.

How do we achieve this?

Rewilding Europe puts forward *a new conservation vision for Europe*, with wild nature and natural processes as key elements, and where rewilding is applicable to any type of landscape or level of protection. We view nature as something that is fully capable of taking care of itself. This concept should become the main management principle for many of Europe's natural areas in the future.

Rewilding Europe focuses on *transforming the problems caused by on-going and extensive land abandonment into mutually beneficial opportunities* for man and nature, providing a viable business case for wild nature across Europe. The areas we select have the potential to become world-class destinations for nature tourism, and to offer a range of additional nature-based economic benefits.

¹ In this document, 'wild nature' or 'wilderness' is defined as "large landscapes that are governed by essential natural processes, which create the necessary space for all of our original animals and plants, including man".

Rewilding Europe aims to rewild at least one million hectares of land/water, creating ten magnificent wildlife and wild areas of international quality, that will work as example of a new competitive, sustainable rural economy. They will serve as inspirational role models for what can be achieved elsewhere.

Rewilding Europe wants *natural processes to play a vital role* in shaping landscapes and ecosystems in all of its selected areas. Such natural processes include flooding (including erosion and sedimentation), weather (i.e. storms and avalanches), natural calamities (i.e. natural fires and disease), natural grazing (the role of herbivores), predation (the impact of carnivores), and scavenging.

Rewilding Europe recognizes the *crucially important ecological role of large carnivores*, as well as smaller predators, raptors and scavengers. The brown bear, wolf, lynx, Iberian lynx, wolverine, golden jackal, eagle, vulture and many more species are essential for the natural functioning of the ecosystems they live in.

Rewilding Europe recognizes *natural grazing as one of the key ecological factors* for naturally open and half-open landscapes, upon which a large part of Europe's biodiversity is dependent. We want to allow our native herbivores to return again in significant, naturally balanced numbers to the lands where they once belonged. It is here that they can play their vital ecological role.

Rewilding Europe *emphasizes the joy and the value of wildness*, and takes active part in mass communication to stimulate a greater sense of pride in the wild and to spread a vision of a wilder continent. We aim to do this by using a broad range of media and partnerships to promote our natural heritage, showcasing the opportunities for rewilding to the people of Europe.

Rewilding Europe aims to *build an extensive network of rewilding initiatives across Europe* as part of its European Rewilding Network (ERN). Together, as showcases which share knowledge and experience to establish best practice, these constitute a burgeoning rewilding movement.

Rewilding Europe works with scientific and policy partners to *ensure rewilding is recognised in European policy as a relevant conservation approach*, contributing to achieving conservation targets as set out in international and national policy documents and agreements.

1.2. Positioning in Europe

Rewilding Europe fulfils a unique position in the conservation scene in Europe: there is no other initiative that:

- Has developed a similar vision for a wilder Europe², addressing the apparent historic opportunities as mentioned above,
- Addresses and pioneers rewilding as an additional conservation tool at this scale, combining rewilding, enterprise development and communication in an integrated way,
- Works on a mass communication initiative to talk about the rewilding of Europe, reaching out to many millions of Europeans,

² At WILD10, a Vision for a Wilder Europe was launched, signed by now 11 European conservation organizations, including Rewilding Europe. Most of the key elements of Rewilding Europe's vision are included in this vision

- Includes business and enterprise development as an integrated part of its strategy and principles,
- Emphasizes the importance of wildlife comeback and the role of apex species to conserve and sustain Europe's rich biodiversity of open and semi-open habitats,
- Explores the economic potential of wildlife watching and related nature-based tourism as an economic alternative for marginal, subsidised agricultural schemes,
- Is creating a wide range of partnerships with organisations to realise the vision at local, national and European level,
- Works to create a European rewilding movement through its 10 rewilding landscapes and the envisaged 100 members of the European Rewilding Network,
- Has initiated or is working to address policy related issues to rewilding at national and European scales,
- Is working to scale up rewilding through setting up new, supporting or cooperating with existing or rewilding initiatives (e.g. Britain, Scotland, Ukraine, Spain, France and others).

On a wider scale, Rewilding Europe became a member of the European Habitat Forum (EHF) in April 2015. This forum is a coalition of 25 conservation NGO's in Europe that work together to address policy issues related to conservation. Also, Rewilding Europe became a member of IUCN in 2016.

Rewilding Europe openly invites for collaboration with initiatives where this supports the Rewilding Europe vision and strategy. Rewilding Europe aims for working with 'partners making a difference', being very conscious about its own position. Rewilding Europe does not have the ambition of becoming a 'umbrella' organization overarching, replacing or competing other initiatives.

1.3. Defining a new, joint ambition: Outlook 2025

In 2018, we started discussing future ambitions and possible growth scenarios for Rewilding Europe, driven by questions like: 'what is Rewilding Europe's dot on the horizon?' This resulted in i) our vision for 2025 as our new, redefined ambition, and ii) three possible growth scenarios to get there, providing the 'bandwidth' of our future development, towards the year 2025.

The Outlook 2025 process resulted in i) a background document, describing the main criteria that have been used to shape the three growth scenarios; ii) a table with detailed descriptions of each of the three scenarios, and iii) a description of the preferred scenario against the baseline 2018.

The preferred scenario is called "Consolidate & Moderate but Ambitious Growth Scenario", in which we will not only consolidate existing achievements but also expand our work with higher ambitions. This preferred scenario was agreed in the Supervisory Board meeting of 29 November 2018, and we have started to implement it early 2019.

The Outlook also resulted in an overview of rewilding models in terms of i) a table with all rewilding models described, ii) which models are applied in each rewilding area, and iii) which models are applied outside rewilding areas (ERN members). The role and application of rewilding models is further described in chapter 2.

Where does Rewilding Europe want to be in 2025?

By 2025, rewilding will have become a mainstream approach for restoring natural processes and reconnecting man and wilder nature. Rewilding practice will be embedded and supported at EU and country level by specific enabling policies. In this context, Rewilding Europe will continue to play a vibrant leadership role in demonstrating grounded, innovative approaches and impact, positioned well in broader European society.

By offering natural solutions to modern socio-economic challenges, Rewilding Europe will have achieved cooperation with numerous partners in regional planning as in water, forestry, wildlife management and other relevant sectors. These solutions will often contribute to climate change adaptation and mitigation.

The vision of Rewilding Europe will have become real, with numerous tangible results and impacts. Through pilots, especially those in carefully selected rewilding areas, rewilding models will have become showcases for replication and magnification, both geographically and across specific sectors. Rewilding enterprise principles will have become accepted, incentivising both the private and public sector.

Rewilding areas will lie at the core of Rewilding Europe's work, representing real and iconic places embodying our rewilding vision at a local level. They will have become successful and leading rewilding examples, distributed across Europe.

Through local ownership and leadership, with a rewilding strategy and vision aligned with Rewilding Europe, they will have become self-sustainable to the fullest extent possible.

In the meantime, Rewilding Europe will continue to play a role in inspiring and supporting the wider rewilding movement – all members of the ERN – as Europe's preeminent rewilding pioneer, expert and driving force.

1.4. Definition for rewilding and rewilding principles

Recognising that there might be differences in how 'rewilding' is defined and practiced in different places across the world, in 2015 we published a working definition of 'rewilding' that we believe is particularly suited to Europe's history and culture, and the condition of European landscapes. A number of important clarifications further define 'rewilding' with regard to the European situation.

We will use this definition for the vision and work of Rewilding Europe, and encourage other organisations and initiatives to adopt it as much as possible.

Working definition:

‘Rewilding ensures natural processes and wild species to play a far more prominent role in our terrestrial and aquatic environments. After initial support, it means that nature is allowed to take more care of itself. Rewilding helps landscapes become wilder, whilst simultaneously providing opportunities for modern society to reconnect with such wilder places for the benefit of all life.’

Annotations

Rewilding is clearly a type of restoration. It aligns with both the more traditional restoration approached and new agendas but extends both.

The “DNA” of Rewilding Europe has a focus on restoring ecosystem processes. We have little interest in referring back to the past (whatever the period/era is referred to). Our vision is to restore new multi-use landscapes that respond to opportunities and offer solutions to present challenges (rural depopulation, climate change etc.).

We have developed the following list of guiding principles and goals that characterise a European version of rewilding promoted by Rewilding Europe.

1. *Rewilding restores dynamic ecological interactions (abiotic and trophic) to initiate the recovery of bio-abundance and Earth systems.*

In Europe this is often achieved through the removal of grey infrastructure (e.g. hard river engineering), creating conditions for erosion, sedimentation and other abiotic processes, natural recovery of vegetations, supporting spontaneous wildlife comeback, restoring trophic interactions and reintroducing functional species, including the rewilding of domesticated keystone species.

2. *Rewilding takes inspiration from past natural baselines to create new natures that will shape the future.*

This principle can also be articulated as rewilding develops new natural heritage and value that evokes the past but shapes the future. Our ability to understand past ecosystems has increased and this reveals the extent to which we have internalized ecological impoverishment in our cultures, institutions, science and policy. There is no way back, but restoring ecological interactions leads to biotic expansion and natural systems that are novel (to varying degrees) and prompt new human-nature interactions.

3. *Rewilding works towards the ideal of passive management, where once restored, we step back and allow dynamic natural processes to shape conservation outcomes.*

Rewilding eschews conservation management targets that often lead to static systems. Instead, rewilding views biodiversity, bio-abundance and socio-ecological properties as emergent outcomes of systems that are dynamic over space and time. Once system dynamics have recovered nature should be left to steer its own course to the extent possible. This principle reduces the costs of managing natural areas and helps make nature recovery scalable and investable.

4. *Rewilding adopts an incremental and situated approach, where the goal is to move up a scale of wildness within the constraints of what is possible.*

Human societies have fragmented and degraded natural systems and produced norms that reflect engagements with impoverished and domesticated natures.

Adopting a purist view where the goal of rewilding is to restore fully-functioning large natural areas ('wilderness') would constrain rewilding's impact and transformative potential. A more pragmatic approach, that integrates principles 1-3 with the infrastructural, economic, regulatory and cultural sensibilities of place is expected to maximize conservation benefits and help transition societies towards a desire and willingness to live with wilder natures.

5. *Rewilding creates new natural assets that connect with modern society and neconomy and promote innovation, enterprise and investment leading to new nature-inspired economies.*

Releasing conservation from the requirement to preserve and protect particular past baselines, creates opportunities for a more flexible and integrated form of conservation. Furthermore, the more open-ended nature of rewilding and the interest it inspires attracts input and engagement from a wider cross section of society. It offers, among other things, opportunities for 'rewilding-the-self' and the development of new nature-based economies.

6. *Rewilders work with restored forces of nature to develop nature-based solutions to contemporary challenges associated with accelerating social and environmental change.*

Rewilding positions nature recovery as force for societal change and adaptation. Nature can be an ally in solving contemporary socio-economic challenges. For example, in the Dutch Delta, river rewilding has proved a cost-effective climate adaptation approach that has simultaneously reduced flood risk and generated multiple societal benefits. In Southern and Eastern Europe the restoration of natural grazing systems offers a solution to a suite of issues that arise from rural land abandonment and depopulation. These include the increasing number and intensity of wildfires and loss of herb-rich meadowlands, and resilience towards large carnivores. In addition, a growing body of scientific evidence shows that natural grazing systems enable recovery of soil structure and biota which sequesters carbon at higher rates than tree planting.

7. *Rewilders promote a narrative and worldview that is hopeful, pragmatic, and confident and that engages, inspires and empowers citizens to imagine and shape better futures for nature and people.*

The 20th century environmental narrative has achieved much but it mobilizes action through retelling 'doom & gloom' stories and assigning blame. Appeals to action based on anxiety are a turn-off for many people. In rewilding we are seeing the emergence of a new and complementary environmental narrative that tells stories about natures recovery and what can be achieved when people re-find trust in nature, society and economy and work together with an ethos of openness, reassessment and disruptive innovation.

2. Our strategy

2.1. Theory of change

Conservation in Europe has long since been rather different from the rest of the world. As much of the wilderness was lost a long time ago, nature conservation focused mainly on cultivated land, ancient farming systems and semi-natural, managed habitats, often depending on public subsidies and private engagement. This compensatory habitat approach has its value and certainly rescued many species from extinction, but an important element in conservation and biodiversity protection was left out: the preservation of wild nature and natural processes.

Europe is highly diverse in its landscapes, habitats, cultures and development. While we are still rapidly losing species and natural ecosystems through urbanisation, infrastructure development, industrialisation of agriculture, forestry and fishery – new conservation opportunities are emerging. Additionally, there is a growing understanding of the imperative for restoration and the potential of rewilding.

We have, as a society, begun to recognise the need for wild land, to provide ecosystem services like clean water and air, as base-line scientific reference areas, for recreation and economic development, and last but not least, to refresh our human spirit and wellbeing. People understand that healthy natural systems are at the core of sustainability, and vital in handing over a healthy environment to coming generations and not limiting their choices. The growing protected areas network in Europe and the comeback of species like wolves, beavers, vultures and white storks give hope.

Initial approaches in rewilding have shown that European ecosystems have a high potential for regeneration, while existing wilderness benefits from strict protection. Europe now has the chance to catch up with the global approach, where conservation is intrinsically linked to wilderness protection and wild nature.

By changing our perspective from traditional nature conservation towards a more development oriented approach, the reference point for European nature changes too. A reference point that is no longer based in the past but in the future, towards novel landscapes that are governed by essential natural processes, which create the necessary space for all of our native animals and plants, including humans. Species that survived in agricultural landscapes can also reclaim their place in a natural setting.

The general approach of Rewilding Europe builds on three guiding principles:

- Every area should host complete and naturally functioning ecosystems specific to the region, with the full spectrum of native wildlife typical for the region present ('Planet');
- The areas should be embedded within the social and cultural fabric of their respective region ('People');
- The new land use should be based on what nature can offer, be economically viable and competitive with other alternatives ('Prosperity').

The starting point of Rewilding Europe is *in nature* - to rewild, at least, one million hectares of Europe, consisting of 10 areas, each of at least 100,000 ha and part of a wider landscape. In each of these areas, we commit support for a period of at least 10 years.

2.2. Five main areas of intervention

Europe works in five, main areas of interventions across both the central level and in the rewilding areas. This forms the backbone of our initiative and guide all the planning, monitoring and reporting efforts in the initiative. Objectives and main tools are mentioned that we have developed to help achieve these objectives.

Main area of intervention	Objectives	Main tools
<p>1. Wilder Nature:</p> <p>Create enabling conditions and kick-start the more natural functioning of nature across Europe, in particular in larger, connected landscapes., according to our rewilding principles</p>	<ul style="list-style-type: none"> Promote wild nature and natural processes as one of the main management principles for nature conservation in Europe, in particular in the larger landscapes. Apply the rewilding principles (section 1.5.) in 10 places covering different geographical regions of Europe, including a spectrum of habitats, landscapes and species. Ensure effective protection of existing wilderness areas, wild nature and wildlife, such as old-growth forests, and create new protected areas where needed or appropriate. Promote natural grazing of free ranging (large and medium sized) herbivores as one of the key natural processes for shaping wild nature. Promote the development of new (local and national) policies, legislation and guidelines to create an enabling environment for a wilder nature. More cost-effective management improving conservation status of priority habitats and species (like N2000 management plans). 	<ul style="list-style-type: none"> 10-year shared visions or each rewilding area. Five-year Strategic Plans for each area. Pilot sites in priority rewilding zones where user- or property rights (grazing, hunting, management) are secured³, Partnership agreements with main land owners and area managers Rewilding models that showcase scalable actions in six different sectors
<p>2. Wildlife Comeback:</p> <p>Ensure the continued comeback of wildlife – including large herbivores, large carnivores and scavengers across Europe, to service both nature as well as people</p>	<ul style="list-style-type: none"> Foster a substantial wildlife comeback in the ten areas, especially of keystone and flagship species, with the aim of creating more complete, functional ecosystems. Actively support reintroductions or restockings (through in-situ breeding facilities and translocations) to bring back wildlife guilds, following IUCN guidelines and practices. Support acceptance and tolerance of societies for wildlife comeback in the rewilding areas, e.g. through HWC mitigation. Establish a cross-European coalition to support wildlife comeback and improved conservation status of species (strategic partnerships). 	<ul style="list-style-type: none"> European Wildlife Bank. Species reintroductions and population enforcements. Mitigation of human-wildlife conflicts. Local rangers, herd keepers or ambassadors of certain species. Applied research where needed.
<p>3. Nature-based Economies:</p>	<ul style="list-style-type: none"> Through supporting rewilding enterprises across different economic sectors in each of 	<ul style="list-style-type: none"> Rewilding Europe Capital.

³ In 2017, a specific document was developed with detailed information on each of the rewilding areas and their pilot sites.

<p>Demonstrate that rewilding generates new business opportunities, jobs and income for society, thereby creating an alternative and competitive form of land (and sea) use for local people, landowners and communities</p>	<p>the ten areas, develop new economic prospects for local people, landowners and communities.</p> <ul style="list-style-type: none"> • Create a ‘market value’ for wildlife, for landowners, hunting associations and other land managers. 	<ul style="list-style-type: none"> • European Safari Company. • Promotional support and sales of destinations.
<p>4. Interest in the Wild:</p> <p>Create pride, public support, new engagements, and a positive attitude amongst stakeholders for a wilder Europe with much more wild nature, wilderness and wildlife</p>	<ul style="list-style-type: none"> • Create a sense of “Pride of the Wild” among a very broad audience in Europe, who will also be able to enjoy the wild values. • The concept of the “joy of the wild” will reach out to a very wide European audience, leveraging connection and support. • Existing partnerships are strengthened and new ones established supporting the Rewilding Europe concept. • The importance of rewilding nature for society and development has been recognised by funding/investment institutions. • Provide education to local primary and secondary schools in the rewilding areas, through dedicated education programmes. • Media and marketing work at high levels, including a TV series/Feature film production promoting rewilding in Europe. 	<ul style="list-style-type: none"> • Mass-media campaigns. • Photo missions and image purchase. • High quality design products. • Media trips and press releases. • Websites and social media. • Exhibitions, • TV productions, feature film. • Local seminars, education trainings. • Brand Manual.
<p>5. Magnification:</p> <p>Inspire scaling-up and replication of the rewilding approach across Europe</p>	<ul style="list-style-type: none"> • Through using the ten rewilding areas as examples, inspire up to 100 other ‘rewilding’ initiatives across Europe affecting a total of 800,000 ha. • A Rewilding Professorship established, coordinating and initiating (applied) research across European universities. • Major publications with scientists in peer-reviewed journals and magazines • Build a coalition to influence EU conservation policy towards rewilding (contribution to 15% CBD restoration target). • Through strategic partnerships, enhance our work but also promote ‘broadcasting’ by these partners. 	<ul style="list-style-type: none"> • European Rewilding Network. • European Habitat Forum. • EU Policy coalition, • Strategic partnerships. • IUCN Membership. • Rewilding Europe Circle. • Work with scientific sector, and create a professorship.

Figure: Rewilding Europe's five main areas of intervention



2.3. Rewilding models

In 2018, we have developed a range of rewilding models, that will help achieve the proposed rewilding impact. A rewilding model is defined as “a mechanism that has the ability to generate a sustained impact and creates incentives for rewilding. It is often based on a (direct or indirect) finance mechanism or business model.”

We have developed rewilding models in four categories so far:

1. Landscape/habitat oriented, such as ‘Rewilding Forests’, Rewilding Peatlands’, Rewilding Rivers’, ‘Rewilding Delta’s and Floodplains’ and ‘Restoring Natural Grazing’;
2. Wildlife-oriented, such as ‘Creating Co-Existence Corridors’ and ‘Restoring Trophic Chains’;
3. Property/user rights oriented, such as ‘Transforming Hunting Concessions’ and ‘Rewilding Private estates’;
4. Visitors oriented, such as ‘Rewilding Experiences’.

We have described each of these models, the finance mechanisms behind, the intended rewilding impact and the means of verification for such impact.

For each of the rewilding areas, we have identified what rewilding models will be applied, taking account of the Outlook 2025 ambitions.

2.4. Central level tools and initiatives

From the outset, Rewilding Europe started to develop a number of new and innovative tools at the general level in support of the rewilding areas. Some of these tools are still in their early stages; others have already commenced in 2011 or will be launched very soon. Below, these tools are shortly described under each of the three main components of our initiative.

From 2015 onwards, more detailed strategies have been developed for the three components, including target & indicators for each of these on a 3-year basis. These three sub-strategies are updated each year, on a 3-year rolling base as well, like the overall Rewilding Europe strategy document. In this way, these detailed strategies provide an important base for the overall strategy but also the yearly workplans.

2.4.1. Rewilding

The most important central level tools and initiatives on rewilding are:

Wildlife Recovery Programme: A major element of the rewilding component that works, with experts from all over Europe, to increase wildlife numbers in all our project areas, through planning and preparing releases or reintroductions of targeted wildlife species, in particular European bison, red deer, wild horse, wild bovines, Tauros, beaver, Spanish ibex, chamois, vultures and others.

European Wildlife Bank: Live asset-lending model to reintroduce and expand naturally grazing wild herbivore populations across Europe, set up as a rewilding business support initiative together with partner organizations ARK Nature and Taurus Foundation. Focusing on large wild herbivores.

Bison Rewilding Plan 2014-2024: Strategic action plan (published 2014) to create or support by 2024 in three rewilding areas viable, wild living bison populations of at least 100 animals each, and 5 different breeding sites of a minimum of 15 animals each. Bison will be sourced from existing populations e.g. zoos, nature reserves, wildlife parks and private collections.

Breeding back the Aurochs: initiative to breed-back a very close version to the original wild bovine species that once roamed in Europe, by collecting genetic material through old cattle breeds in Europe, and breeding significant numbers of the near-Aurochs (called Tauros), starting to live in free and social herds in at least five rewilding areas by 2020. Done in partnership with Taurus Foundation.

European Rewilding Network (ERN): Network of larger and smaller areas in Europe where rewilding is a key target and takes place at scale, according to criteria set by Rewilding Europe, and meant to help sharing expertise and lessons creating a rewilding movement across Europe.

Setting up a rewilding science group: Establish a group of interested scientists from universities across Europe who will work on an applied research programme addressing key questions related to rewilding. Coordinated through a specific professorship or a similar vehicle that will serve this purpose.

2.4.2. Enterprise development

The creation of nature-based economies in and around the project areas is a key component of the Rewilding Europe initiative. This requires the development of businesses which have a positive relationship with wild nature, wildlife and natural processes – and whose commercial success is carefully linked to these natural values.

Rewilding Europe operates in a challenging context for rural societies in Europe. Land abandonment is resulting in an exodus of skills, experience and energy from such rural areas with a corresponding negative impact on local and regional economies. While an initiative primarily concerned with biodiversity conservation, Rewilding Europe must and does have social and economic goals at the heart of its strategy. We recognize that in order for rewilding objectives to be achieved we need to secure the positive engagement of local people in Europe's rural areas as well as government policy makers at local, national and international level.

Specific objectives for enterprise have been set, linked to the overall objective for this component: demonstrate that rewilding generates new business opportunities, jobs and income for society, thereby creating a novel and competitive form of land (and sea) use for local people, landowners and communities.

A primary emphasis is the focus on stimulating economic benefits, which can be directly attributed to, and feed upon, our rewilding activities. Accordingly, we will strive to stimulate the creation and development of commercial activity, which can provide direct or indirect incentives for a newly energized rewilding dynamic across and around our project areas in one or more of five different ways:

- By generating finance (from profit share, fees, royalties etc.) that can directly sustain the effective management of a conservation area or initiative – including payments for ecosystem services and other financing mechanisms;
- By increasing and/or diversifying the economic value of wildlife and other biodiversity within a target conservation area in manners that increase local and wider incentives to conserve it – including the transfer of labor and capital from activities that threaten these values to conservation friendly alternatives;
- By modifying systems of production so that current reliance on products extracted from the natural resource can be met through environmentally sustainable or alternative means;
- By developing and distributing products or services that support actors involved on the front line implementation of conservation activity;
- Or simply by promoting the values of, access to, and enjoyment of wild nature and wildlife;
- Stimulate local and national political support for rewilding and wilderness conservation through the generation of tax revenues and employment by relevant conservation-focused businesses.

In addition to supporting the creation and development of a wide range of local enterprises, the following key tools and initiatives are part of the enterprise component at the central level:

Rewilding Europe Capital (REC): a financing facility with an € 6,5 million investment capital that is be funded by philanthropic and investment capital, run by a separate legal entity (REC B.V., established 2017) fully owned by Rewilding Europe. Since the start in 2013 until 2015 REC provided relatively small loans to enterprises in rewilding areas in order to leverage carefully defined

rewilding outputs. During the second phase, REC has further grown through cooperation with the European Investment Bank, through a 6 million Euro loan received under the Natural Capital Finance Facility (NCFE). Connected to this upscaling, REC has also extended its working sphere, not only including the Rewilding Europe areas, but also the ERN member areas and even outside. In 2018, we started exploring a larger fund with a green bank to prepare for a third phase of REC.

European Safari Company: The European Safari Company (ESC, established 2017) will leverage off a growing number of nature-based tourism experiences by providing an optimised direct route to the market for Europe's leading and most interesting nature and wildlife tourism products (launched in 2017). It offers top quality authentic nature and wildlife experiences, which aren't normally known or accessible to the general naturalist or traveller. Alongside the wildlife offerings, authentic cultural & culinary experiences will diversify the overall product and bear attraction to a far wider market, which includes families, travellers, naturalists and the average city dweller. This will grow the existing market from pure wildlife fanatics & photographers to the greater portion of travellers in Europe and create an incentive for more wild nature and wildlife in Europe, supporting Rewilding Europe's core objectives.

2.4.3. Marketing and communication

Developing our communications strategy

Our current communication strategy was reviewed in 2014; as our initiative is developing fast, a new review is urgent. We have not been able yet to revise it completely, but in several occasions we have updated parts of it. A full new review is planned for 2019/2020. Five key elements of our current strategy are:

1. Filling our vision with real stories and results

While still communicating our vision for a wilder Europe and 'rewilding' as a new, additional conservation tool to a wide audience, we simultaneously need to substantiate and 'fill' this promise with real stories and results from our rewilding areas and beyond. We do this with authentic and local stories, summarized quantitative results, reporting on progress and events, and the like. Our slogan here is 'under-promise and over-deliver'.

2. Moving from outreach to engagement and support

Communication and engagement with key audiences and local stakeholders, which are critical to our success, is what is crucially important to achieve results and impact. We have therefore shifted the emphasis of our communication efforts from mainly outreach, more towards engagement, in order to mobilise key target audiences and stakeholders to ultimately support our initiative at different levels.

3. Providing targeted communication support for rewilding and enterprise development

Communication is not a goal in itself - it is a tool for achieving Rewilding Europe's five main objectives. In reality, this means that key messages and the ways we communicate to our specific target audiences have to be steered by the needs from the rewilding/enterprise development and from the rewilding areas points of view.

4. Focus on key target audiences, using specific tools for each

We will focus more towards specific target audiences and key stakeholders, what we would like to achieve together with them, how we can engage with them and how we can be of value for them. We have identified the most effective communication tools for these groups and messages, to reach our objectives in a cost-effective way.

5. Empowering local teams and building capacity

We are working to (further) increase and enhance local communication and marketing capacity in the rewilding areas, ideally with communication officers in each area. A lot of effort is put to connect the central level and local level communications work in a range of different ways.

3. Our operating model

3.1. Operating structure

The Rewilding Europe operating structure is centred around the rewilding areas, to ensure they become the showcases of how we put our vision into practice. There are three main components in our operating model, illustrated in the diagram:

1. *The rewilding area itself*; carefully selected and based on a number of criteria and critical success factors. Each rewilding area works in an integrated way on the three components a) rewilding, b) enterprise development and c) communication. The local rewilding partners are vitally important here, which are either existing NGO's or legal entities specifically set up for our purpose.

2. *A number of centrally led initiatives and activities*, providing an enabling environment or very tangible support to each of the rewilding areas, linked to each of the three thematic components:

- *Rewilding*: including the programmes on European bison European, Rewilding horses, Tauros Programme and the European Wildlife Bank;
- *Enterprise development*: Rewilding Europe Capital and the European Safari Company;
- *Communication*: outdoor and indoor exhibitions, photo missions, media outreach network and publications, website and social media, seminars and events, TV/feature film production.

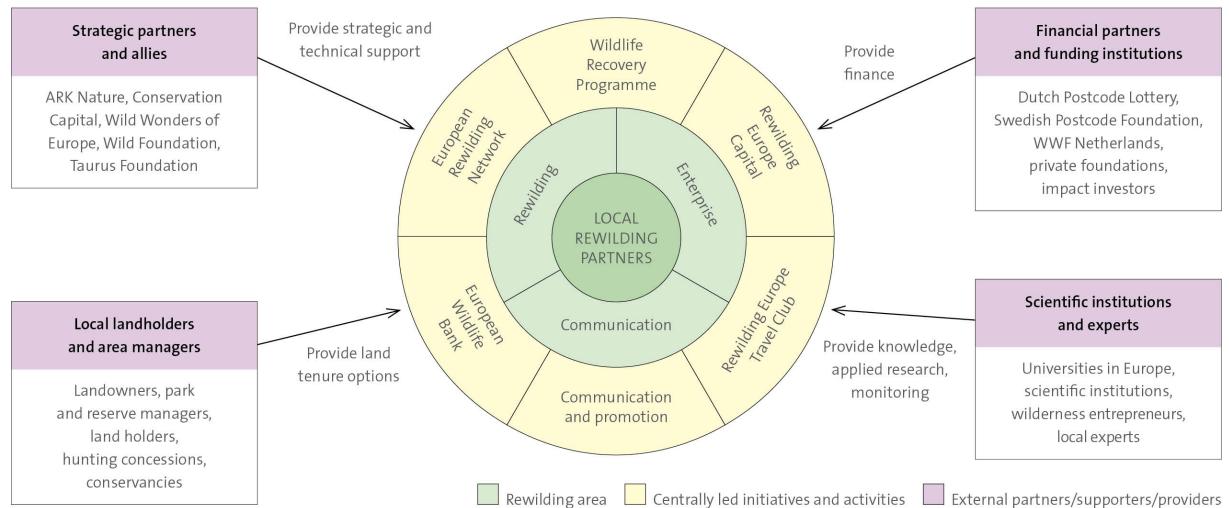
3. *External partners and stakeholders*, that provide support in various ways, and which are vital for Rewilding Europe's success and delivery:

- *Strategic partners and allies* including the initiating organizations, that provide strategic and technical support: Conservation Capital, ARK Nature, WWF Netherlands, Off The Fence productions and others;
- *Financial partners and funding institutions* (some of them are also strategic partners) providing finance, such as the Dutch and the Swedish Postcode Lotteries, European Commission, European Investment Bank, Adessium Foundation, Endangered Landscapes Programme, Fondation Segre and other funding agencies and (local) business partners;
- *Local landholders and area managers*. Local partners such as private landowners, park and reserve managers, hunting concession owners and other landholders that can provide land access, management or user rights (e.g. hunting, fishing, grazing);
- *Scientific institutions and experts* that provide scientific knowledge and background, and carry out applied research and monitoring: various universities across Europe, European Bison Conservation Center, Large Carnivore Initiative Europe and other experts that do feasibility studies and research work.

This operating model have proven to work although new experiences and lessons learnt during the coming years might provide a need further improvements.

Figure: Operational model of Rewilding Europe.

OPERATING MODEL – REWILDING EUROPE



Central team functions

From the central Rewilding Europe team, the following key functions are relevant to the rewilding areas:

- Development of initiatives at central level in support of the rewilding areas in the fields of rewilding, enterprise development and communication,
- Fundraising at a European level, opening doors to new potential funding partners and development of proposals at scale – including support to local fundraising efforts,
- Providing finance – both grants to the local entities and loans to local partners and entrepreneurs (through REC), and through match funding for fundraising at local level,
- Provision of technical support, ideas and innovations that are unknown in rewilding areas, providing technical backstopping and provision of strategic guidance,
- Providing the ‘glue’, connecting the ‘dots’: linking the rewilding areas with each other and providing learning and exchange opportunities,
- Unlocking marketing and communication potential through reaching out to a mass audience and specific target groups in Europe, in support of both the central initiative and the rewilding areas,
- Building a strong brand and marketing function at a European level for the overall initiative, which will support the rewilding areas as nature tourism destinations.

Local Team functions

The following local team functions will be relevant to the central team functions:

- Rewilding areas act as showcases for the wider rewilding vision at the European level,
- Provision of local ownership and leadership within the local context and socio-economic realities, making the initiative relevant and real to local situations,

- Setting up and managing legal entities with dedicated teams (including local boards) that are capable of running the initiatives and delivering results,
- Responsible for all planning of relevant documents (e.g. 5-year Strategic Action Plans) and monitoring of results,
- Establishing and managing local partnerships with key stakeholders, to ensure local support, land tenure and property rights,
- Responsible for the delivery of results in the rewilding areas, in each of the field of rewilding, enterprise development and communication,
- Fundraising at local level, opening up local funding agencies and donors, as well as dedicated European funds,
- Provision of communication materials, stories and further content to be communicated at the European level,
- Building a local brand and credibility of Rewilding Europe as an initiative and the rewilding areas itself specifically,
- The ultimate goal is that, although rewilding areas will remain under the Rewilding Europe umbrella, the support role of the central team will gradually phase out and individual projects will stand on their own feet (see 3.3.5.).

3.2 Delivering our co-production model

The way we relate to the rewilding areas is very much determined by the long-term aim of our initiative. Rewilding Europe has moved away from a ‘decentralized model’ towards a ‘co-production model’, where central and local teams and partners work together to achieve their joint ambitions as agreed in the Outlook 2025.

3.3 Strategic partnerships

General

Partnerships are instrumental for the success of Rewilding Europe. Without partnerships and building coalitions, we will not be able to succeed in our mission.

This section provides an overview of existing partnerships that Rewilding Europe has established so far, and which additional partnerships are currently being established both at the central level and the rewilding area level. The partnerships mentioned are the ones we have formalized through a partnership agreement.

Central level

We have identified three partner categories.

1. **Funding partners:** WWF Netherlands, Dutch Postcode Lottery, Swedish Postcode Lottery, Adessium Foundation, Fondation Segré, Endangered Landscapes Programme, European Commission, European Investment Bank. The nature of the legal agreements is funding agreements and in the case of the EIB a loan agreement.
2. **Rewilding partners:** we have signed partnership agreements with Tauros Foundation, Large Carnivore Initiative Europe (LCIE), European Bison Conservation Centre (EBCC) and Avesta Wisent Park. All of these agreements have Joint Action Plans that spell out activities.

3. *Marketing/communication partners*: we have signed partnership agreements with Artist for Nature Foundation (but dormant), Off The Fence and WaterBear.

Currently, Rewilding Europe has formal partnership established with 18 different entities. It is envisaged that we have to extend our strategic partnerships with a number of entities that are critical for our delivery.

Local level

Also at the rewilding area level there are numerous partnerships, some of which are formalised through an MoU, partnership agreement or Letter of Intend. Quite a number of key partnerships have not been formalised or are in a first stage of negotiations.

4. Our portfolio of rewilding areas

4.1. Rewilding areas at the frontline

Rewilding Europe puts its vision into practice through working in rewilding areas in Europe. These rewilding areas are at the frontline of the initiative, because we believe that by showing our work in a meaningful way in practice we will generate support for this new conservation vision. For the period 2019-2021 we will focus on:

- Supporting the existing eight operational rewilding areas making considerable progress in terms of rewilding, enterprise development and communication,
- Continuing exploring additional rewilding areas to add to our portfolio with concrete nominations taken further for Scotland, Spain and France.

Enlarging our portfolio will be done in a careful way, taking into account important lessons and applying the critical success factors as outlined in this chapter. The number of 10 areas is not strict; it is merely the number of valuable conservation models that guide us.

4.2. Selection of areas

Based on a screening of some 30 nominations from all over Europe submitted by a variety of organisations, five areas were selected in 2010 to serve as the first rewilding areas. The first rewilding areas started work at the end of 2011. We are currently working in eight areas (the starting year shown in brackets).

- Western Iberia, Portugal/Spain (2011);
- Velebit Mountains, Croatia (2011);
- Southern Carpathians, Romania (2012);
- Danube Delta, Romania/Ukraine (2012/2017).
- Central Apennines, Italy (2013),
- Rhodope Mountains, Bulgaria/Greece (2014/2016),
- Odra Delta, Germany/Poland (2015),
- Swedish Lapland, Sweden (2015).

In the table below, an overview of the current portfolio is presented (situation end 2018). Two areas have been extended in 2017: Danube Delta with a Ukrainian part, and Rhodope Mountains with a Greek part. For Western Iberia we are exploring new sites that could be added to this rewilding area, to bring a Spanish component back into this rewilding area, including Tajo/Tejo Valley or Monfrague NP.

- We aim to have a maximum of geographical spread and representation of different ecosystems, to ensure the Rewilding Europe portfolio will be as diverse as possible. The main reasons for this are that i) we would like to prove that rewilding is possible in all regions in Europe, iii) we strongly believe rewilding is applicable throughout European ecosystems, and want to learn how different ecosystems respond to rewilding, and iii) we would like to work and learn about rewilding in different settings and local socio-economic contexts.

Map: Existing rewilding areas in the Rewilding Europe portfolio by the end of 2017.



4.3. European Rewilding Network (ERN)

Rewilding Europe is part of a broader European rewilding movement in which many great and inspiring initiatives have been developed over the last decades, and many new ones are being started all over our continent. In order to inspire others and to make a fair contribution to even more rewilded parts of Europe, Rewilding Europe has started a new initiative within its wider programme: the *European Rewilding Network (ERN)*.

Table: Overview of Rewilding Europe portfolio by the end of 2016, approximate size and countries involved (countries in brackets means we have not started/initiated working there).

Name of area	Status (2015)	Size (ha) ⁴	Landscape type	Countries
Western Iberia	Operational	100,000	Montado, dehesa, sierra, rivers and canyons	Portugal (Spain)
Velebit Mountains	Operational	220,000	Temperate and Mediterranean forest, sub-alpine grasslands, coastal marine, cliffs and canyons	Croatia
Southern Carpathians	Operational	100,000	Temperate forest, sub-alpine grasslands, cliffs and steep river valleys	Romania
Danube Delta	Operational	180,000	River delta, reed beds, marshes, riverine forests, coastal grasslands, dune systems, coastal lagoons and forests	Romania, Ukraine
Central Apennines	Operational	100,000	High alpine mountains, alpine grasslands and valleys, small rivers and temperate forests	Italy
Rhodope Mountains	Operational	250,000	Mediterranean temperate forests, river valleys, grasslands and steppe	Bulgaria, Greece
Oder Delta	Operational	250,000	Baltic coast with wetlands, tidal zones, reed marshes, sand dunes, alluvial and coastal forests, peat systems and wet grasslands	Germany, Poland
Swedish Lapland	Operational	3,500,000	Taiga forest, high tundra and alpine grasslands, free-flowing rivers, lakes and peat marshes	Sweden (Norway)

Although every initiative is unique and has its own opportunities linked directly to the specific area and people involved, it is very worthwhile to exchange knowledge. The European Rewilding Network aims to establish a living network of many rewilding initiatives, to support rewilding in Europe as a conservation tool.

All initiatives joining the ERN are included in a database and can be easily located. The members are enabled to directly connect with similar initiatives in Europe, and are connected with Rewilding Europe itself. They become visible to the outside world as being part of a pan-European movement for active rewilding initiatives, and are encouraged to share their gained knowledge and experiences.

⁴ The estimated size of the area that can be rewilded which is targeted in each rewilding area; this excludes the wider magnification area.

Rewilding Europe facilitates this process through an online network. Also, members of the network receive additional information through specific training, learning seminars and exchange visits will be considered and organized.

Figure: map with members of the European Rewilding Network by December 2018 (red: ERN member, purple Rewilding Europe area).



The status of ERN by November 2017 is shown in the table and map presented here. By the end of 2018, in total 67 members were part of ERN. For the period 2019-2021, we will work to increase the number of members of the ERN further, with a target of 75 members in total.

To be a member of ERN, members have to sign a so-called 'Declaration of Commitment', which clarifies what is expected from ERN members and what will be offered from Rewilding Europe to the members. We are in a process of having such declarations signed by the current members. During the coming period, we will focus more on growth of the functions of ERN and make it more active; beyond web-based seminars we will increase direct exchanges, learning and

empowerment of members in a range of different ways. One of the first steps in 2018 was that ERN members are now also eligible for REC loans, EWB herds and become a destination in the European Safari Company (like Slovenia, Scotland). Also, ERN members will play a growing importance in the application of rewilding models (see section 2.3).

5. Our organisation

5.1. Legal basis

Rewilding Europe is registered on 28 June 2011 in Nijmegen, the Netherlands, as a Dutch charity Foundation (Stichting) according to Dutch Law. Apart from the foundation, Rewilding Europe has also established two limited companies (Rewilding Europe B.V. and Rewilding Europe Capital B.V.), which are both wholly owned by the foundation. In 2018 a new legal entity has been established: the Rewilding Europe Endowment Fund (a charitable foundation).

As such, Rewilding Europe has a non-for-profit and a for-profit legal component. The purpose of this is on one hand to have a legal entity to be able to raise charitable funds (through the foundation), on the other hand to be able to be commercially active (through the limited company participating in businesses at central level or taking loans such as through REC). Any commercially gained income through the limited company is only to be used by the single and 100% shareholder (the foundation) to cover operational costs. The limited company is meant to be a funding mechanism for the foundation, to create a certain level of financial sustainability in the long term.

5.2. Central Team structure

5.2.1. General

The structure of Rewilding Europe is not that of a typical donor-recipient nature, whereby a central entity provides money to local projects. The nature of our initiative needs a different approach, creating different dynamics.

Instead, Rewilding Europe acts as one cohesive initiative at a European level, where work is done at two levels: 1) the European (or central) level and 2) the rewilding area level. This approach requires an organizational set up that allows us to work in function of our objectives both at the European level and the rewilding area level in a coordinated, mutually beneficial and cohesive way. Central level activities support the rewilding areas in many different ways while rewilding areas support the objectives at the central level.

The *Central Team* drives the initiative at a European level on a day-to-day basis. This central team exists of an international team of experts, working from different European countries (with its home office in Nijmegen, The Netherlands). A *Management Team* (MT) - including the leaders of the three thematic themes and regional managers - heads the Central Team. The MT holds two formal, statutory directors: the Managing Director and the Business & Finance Director, who together form the *Executive Board*.

The *Supervisory Board*, with board members from different European countries, oversees the overall initiative and holds the Executive Board accountable for the initiative.

A *Rewilding Europe Circle*, with respected and well-know individuals from within and outside Europe who connect their names to our initiative as our ambassadors, add further credibility and image to our initiative.

The different components of this structure are explained in more detail below.

5.2.2. Organisational structure and formation

Overall tasks

The Central Team deals with all activities at central level and in support of the rewilding areas. The Central Team drives the overall initiative and is the core group of individuals – each with different roles and responsibilities under a specific assignment and ToR - working from different countries. The Central Team encompasses the four key sections within Rewilding Europe: 1) general management & development, 2) rewilding, 3) enterprise development and 4) marketing & communication.

The Central Team encompasses the following positions:

- **Formal Executive Directors:** the Managing Director and the Business & Finance Director are the two statutory directors; both for the foundation and for the limited companies (RE B.V. and REC B.V.)
- **Thematic Heads:** three positions responsible for running their respective key components of the initiative (Rewilding, Enterprise development and Marketing & Communication), and supervise the team members they have been allocated.
- **Regional Managers:** Two Regional Managers are the main liaison and coordination persons between the Central Team and the rewilding area teams, ensuring proper planning, reporting and monitoring of all rewilding areas.
- **Thematic experts:** these are the team members that work on (specific aspects of) rewilding, enterprise development and communications.

The thematic Heads and Regional Managers formally report to the Managing Director. The Thematic experts report to their respective Heads.

Types of assignments

The Central Team has three different types of assignments:

1. Employees, for staff residing in the Netherlands only, under an employer's contract of these individuals. Rewilding Europe has set all the standards and rules for that according to Dutch regulations;
2. Individuals (often technical advisors) who have a direct self-employed or consultancy contract through their own local companies, as they cannot be contracted as employees due to labour and tax laws in their home countries;
3. Individuals, contracted as technical advisors through the organizations with whom Rewilding Europe has a formal partnership agreement (e.g. Conservation Capital).

Executive Board

The Executive Board is formally responsible for the management of the foundation, determines the policy, establishes the financial guidelines and bears the final responsibility for the daily operations. It also bears the final responsibility for the implementation of programmes and activities.

Management Team (MT)

The MT is a sub-section of the Central Team and is responsible for the day-to-day management of the organisation. The MT includes the 2 Statutory Directors, the 3 Thematic Heads and the Regional Manager(s). The MT meets 3 or 4 times a year in a formal meeting, and holds two-weekly skype calls.

Volunteers and internships

Students, volunteers and other interested people, increasingly approach Rewilding Europe to become involved. We have not yet been able to address this huge potential properly, due to limited time availability and lack of coordination capacity. We are working on a number of possibilities to involve students and internships in our work, pending cooperations with different universities across Europe.

5.3. Supervisory Board

Main functions of the Supervisory Board

The primary role of the Supervisory Board is to supervise the Rewilding Europe Initiative. A Board Protocol (approved by the Supervisory Board in September 2013) describes the roles, responsibilities and procedures of the governance structure of Rewilding Europe.

In addition to their supervisory (statutory) responsibilities, the Supervisory Board members of Rewilding Europe have two main functions:

- To provide strategic oversight and direction to the initiative and to provide guidance and support to the Board of Directors.
- To bring in and open up a range of networks from various sectors that are particularly relevant to Rewilding Europe in a wider sense, and use those networks to support the overall goal and objectives of Rewilding Europe.

The statutory roles and responsibilities of the Supervisory Board are described in the statutes of the foundation and the limited company of Rewilding Europe.

5.4. Rewilding Europe Circle

We want to connect Rewilding Europe to a group of highly respected individuals from across Europe who can actively support us through their expertise, networks and enthusiasm. On 2 December 2015, Rewilding Europe launched a new and important initiative; a distinctive concept and name which we believe embodies community, longevity and activity; the “Rewilding Europe Circle”. Straying from the traditional concept of patrons and also from the celebrity focused concept of ambassadors the “Rewilding Europe Circle” consists of a smaller group of individuals who are willing to actively and regularly contribute to Rewilding Europe’s development. The key is to assign members who are relevant to our cause.

5.5. Management excellence and learning

Rewilding Europe’s ability to implement its model effectively is dependent on the quality of people implementing it and the management systems that guide our initiative. Key components of this strategy going forward involve a focus on the following:

- *Competent and passionate people*: key individuals at both the central and rewilding area levels are highly qualified, competent and passionate about Rewilding Europe and have the skills and experience to make this happen.

- *Proper systems and procedures*: a continued focus on improving systems and procedures of the organization, as articulated in the Rewilding Europe Operations Manual (updated 2017). This manual allows for a common set of standards without inhibiting individual management and entrepreneurial flair. There will also be financial procedures and accounting manuals.
- *Focus on results*: Rewilding Europe is about results in our model rewilding areas – results in conservation, results in socio-economic development and results in communication and outreach. Measuring results and achievements keeps the initiative and its management focused. Goals and objectives are set in the project documents and business plans; results are measured against these goals. The results are reported to partners on a regular basis in a transparent manner, and summaries are compiled in the form of an annual report.
- *Self-analysis and improvement*: Rewilding Europe is a learning organization and does not penalize mistakes, but treats mistakes as an opportunity to learn from. Being transparent about problems and mistakes will generate respect and trust. Consideration needs to be given to ensure that self-analysis and improvement is entrenched into the organization, beginning with reviews at the central level and the rewilding area level.

5.6. Learning from other initiatives

Learning by doing and sharing

Rewilding Europe will be a learning initiative, because ‘rewilding’ is a new field of expertise and will be very much ‘learning by doing’. We will also develop knowledge exchange mechanisms and activities - where needed and appropriate - with other organizations both in Europe and outside.

Within Europe

Within Europe, there are great learning opportunities, in particular:

- Between existing and new rewilding areas within our portfolio, on different aspects and at different levels;
- Within specific trainings and exchange visits to be held and organized by the central team between our rewilding areas;
- With other rewilding initiatives that are part of the European Rewilding Network (ERN).

We will plan for such exchanges, learning and training activities within our work plans and budgets during the coming years. Exchange visits will be tasked with objectives and follow-up, to ensure adoption of better/best practices and approaches.

Outside Europe

In particular we will look into learning from rewilding initiatives in other parts of the world, in particular Africa, South and North America. Connections will and are being built with various continents on rewilding, both from an academic and practical angle.

6. Measuring success

6.1. When are we successful

Rewilding Europe is successful when it has reached its 10-year objectives as described in section 3.2. Progress against these objectives will be tracked by using different systems for the overall programme level and for the rewilding areas.

For measuring success, we have developed three main monitoring and performance tools:

- 1) A monitoring matrix to track progress against the 10 main objectives of rewilding Europe. This monitoring matrix includes 34 indicators that are measured once a year to against baseline values in the starting year and target values set for a three- and ten-year period.
- 2) A portfolio assessment tool that allows for scoring the rewilding areas against 7 critical success factors based on 10 criteria for each of these success factors.
- 3) The Rewilding Scale that will be used to measure progress in the rewilding areas, according to the scale.

In the table below we have put the main characteristics of these three rewilding tools and how they are linked to each other.

Tool/ characteristic	Monitoring Framework (1)	Rewilding Area Assessments (2)	Rewilding Scale (3)
Target	RE initiative (but data kept separated for each rewilding area)	Rewilding areas	Rewilding areas (focus on priority areas and pilot sites within)
Objective	Measuring overall progress of the initiative	Comparison between areas and evolution of each area	Ecological conditions (rewilding at area level)
What is measured	Progress against 5 long term objectives for the overall initiative	Operational conditions and enabling environment for the 10 areas	Physical development of the rewilding situation in the 10 areas
Number of Indicators	34	70	33
Score	Results against targets (%), set for 3-year periods	0 - 350 (10 points/indicator)	more complex system (relative score and weighing factors)
Frequency	Annually	Annually	Bi-annually (tbd)
Reporting date	First SB meeting each year	First SB meeting each year	tbd

We believe these three tools are very much complementary, however there might be some potential overlap (which we should avoid), mainly between some of the indicators of the Rewilding Areas assessment and the Rewilding Scale, especially some of the indicators related to practical rewilding possibilities. We will revise these in such a way that these are more related to an enabling environment than to the actual status of the Rewilding Scale indicators.

6.2. Monitoring matrix

A total number of 34 indicators have been selected to measure the progress against the 10 objectives. Baseline values for each of these indicators have been set in 2012, and target values have been set for 2013 and 2020. For each indicator, the frequency of measuring has been set. All information has been stored in an excel file. Monitoring reports will be provided after each calendar year, based on technical progress reports from the rewilding areas, combined with the progress reports at the central level of Rewilding Europe.

7. Funding needs

Budget structure

The structure of the budget has been agreed with our auditing firm for our yearly financial statements, and is congruent with CBF certification rules. All budgets are based on detailed work plans for all the components of the initiative. Work plans show detailed deliveries, activities, time allocations and expenditure and ultimately generate the budget on an annual basis. These budgets are all allocated to achieving our five main objectives.

We distinguish unrestricted and restricted funding. On the expenses side, we work with three main categories:

Management and Administration

This includes costs for running the initiative at the central level, mostly covered by unrestricted funding. Maximum percentage of overall budget targeted at between 10-15%.

Centrally led Initiatives and Activities

This includes all costs for centrally led initiatives that directly support the rewilding area teams on rewilding, enterprise development and communication. Funding is partly restricted, partly unrestricted.

Rewilding Area Allocations:

Budget that is raised at central level, allocated to the rewilding areas and spent locally through formal contracts based on 3-year plans and detailed, yearly work plans. Funding is partly restricted, partly unrestricted.

Fundraising so far

So far, Rewilding Europe has been quite successful in fundraising, due to our very pro-active fundraising and communications efforts.

Despite this success we have to continue a strong fundraising effort. Our revised financing strategy describes our priorities and a) builds on success factors so far, and b) brings in new elements and approaches that should grow our income and diversifies our income streams. A key element to our fundraising efforts will be if the rewilding projects can show tangible results and progress, that will motivate partners to continue supporting us, or start supporting us as a new financial partner.