

## Wings Over Wetlands Project

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### *Project Monitoring & Evaluation Framework Review*

Wageningen, the Netherlands  
15-19 October 2007

Consultancy Report Prepared By: Dennis Fenton

## Consultancy Report

*UNEP/GEF AEWA Flyways Project: “Enhancing Conservation of the Critical Network of Sites Required by Migratory Waterbirds on the African/Eurasian Flyways (AEWA)”<sup>1</sup>”*

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**Objective of the Consultancy:** Revision and Updating the Monitoring and Evaluation Framework for the “Wings over Wetlands Project”.

**Consultancy Dates:** October 2007, including missions to Project Coordination Unit on 4<sup>th</sup> October and 15-19<sup>th</sup> October.

### **Report Contents**

- Introduction
- Thoughts on existing WOW logical and M&E framework
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### **Introduction**

The WOW project aims to improve the conservation status of the African-Eurasian migratory waterbirds. The main partners are GEF, UNEP, the AEWA Secretariat, the Ramsar Bureau, Wetlands International, Birdlife International and UNOPS. The project is coordinated by a Project Coordination Unit (PCU) based in Wageningen, The Netherlands.

The Project was designed during the period 2000-2004 and started operations in 2006. The project document includes a monitoring and evaluation framework. However, the following developments since the project design process mean that this framework may require revision:

- The project context and baseline have changed significantly due to the dynamic process related to UNEP-AEWA;
- Inflation in many countries means that the available project budget may be less than the actual costs;
- The initially expected GEF contribution did not materialise, meaning there was a reduction in the budget before final approval, although it is not clear if there was a thorough review of project strategy in response to that external shock;
- Some anticipated co-financing has not yet materialised. This may later require some re-focusing of project activities to achieve at least minimum critical objectives.

Moreover, during the period 2004-2007, GEF issued a series of guidelines on M&E<sup>2</sup>, meaning additional requirements on the M&E framework. These would also suggest the possibility of the need to revise the WOW M&E framework. Finally, in recent years, there have been a series of lessons learnt from similar GEF projects regarding M&E. These lessons include:

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<sup>1</sup> Referred to as the ‘Wings over Wetlands’ or WOW project.

<sup>2</sup> A presentation on these guidelines, and their relevance to the WOW project was made during the workshop. This is included in Annex 1.

- Monitoring and evaluation have not always contributed adequately to project management, and have been used more for *reporting*;
- Most likely, inadequate M&E has been a factor limiting project success in some cases;
- Most likely, improved M&E during projects would lead to substantive changes to the project approach and project activity framework, in some cases;
- If logical frameworks are incomplete or inadequate, it is difficult to have effective M&E;
- Given these and other factors, there is a tendency in some projects to simply ‘do’ the activities listed in the project document, without sufficient analysis to *why* and *how*, and with little consideration of alternatives.

For the above reasons, the WOW Project Steering Committee, upon a recommendation from the Project Coordination Unit set-out in the first semi-annual progress report, agreed to hire an independent consultant (IC) to facilitate a review and revision of the WOW M&E framework.

### **Comments on the WOW logical and M&E framework**

The consultant undertook a rapid overview of the WOW Logframe and indicators and made the following observations:

- Overall this is stronger than logframes in many other projects;
- The PCU and broader project team have already done significant work to strengthen the logframe, and the indicators provided in the latest draft logframe are also stronger than in most projects;
- The project has initiated a good reporting process;
- In some cases, the *wording* of the objectives, components and outcomes in the logframe suffer from:
  - Not being ‘results oriented’;
  - Being too vague or too general;
  - Not fully capturing the niche of this project. The niche of the project is notably the regional/inter-country level – not the site or species level;
- The indicators at the ‘development objective’ level are rather good. However, at this level, the project is one of only many actors. The WOW project is not expected to achieve the development objectives alone;
- The indicators at the ‘immediate objective’ level are weaker – there is a need for 1-2 indicators that (i) capture the overall aims of the project (ii) truly indicate whether the project has been successful or not;
- Presently, there are no indicators at the ‘component’ level. This is a very important level. This is the level where *impact* can be expected during the project lifetime;
- The indicators for the ‘outcomes’ are generally pretty good. However, there are far too many indicators to be followed. Also, they focus largely on ‘producing’ things as opposed to achieving ‘impact’.

Finally, the role of Outcome 3.1 (the 11 Demonstration projects) in the logical framework is not sufficiently emphasised or clarified. This is an important component, and more strategic thought needs to be given as to how this can optimally contribute to the project’s development objective and the project’s immediate objective.

Generally, the project is to prepare many products. As with all projects, the key to success is that these products will be *used* and *useful*. This is the test of success. However, in most cases, the WOW products will not be available until towards the end of the project – in many ways this is too early to measure usability and usefulness. This is an obstacle to establishing a good M&E framework.

### **Rationale for Revising the Logical and M&E Framework**

As can be seen from above, the framework has some weaknesses. An improved framework would:

- Make it easier to know if the project is succeeding, and to know which components of the project are not succeeding optimally;
- Facilitate management (adaptive management);
- Facilitate reporting;
- Make it easier to communicate project successes.

Finally, from the GEF perspective, there is an additional reason. GEF's comparative advantage is to be *innovative*. Hence, this means that the impacts and achievements of GEF should be monitored and recorded, in order to be able to disseminate the lessons learnt from the innovative tasks.

### **Steps Taken Under the Consultancy**

Revising logical and M&E frameworks has to be a participatory and reiterative process. Hence the consultant worked closely with the PCU, WI, BLI and other partners. Following this consultancy, the consultancy recommendations will be discussed with a broader range of project partners, before finally being submitted to the Project Steering Committee (PSC) for consideration.

The first step was to review the internal M&E framework for each of the 11 demonstration projects. Based on the frameworks provided by the demonstration project teams, the PCU and IC (where possible working closely with an international expert from BLI and WI familiar with the site) developed a proposal for a revised M&E framework (see Annex 2) for each of the demonstration projects. These are now being discussed with demonstration project partners and teams. Annex 2 includes a short justification of why the immediate objective was revised for each demo project.

The second step was to hold a two-day workshop, involving representatives of each partner, to review and revise the overall WOW Project M&E framework. At this interactive workshop, the workshop participants:

- considered the wording of the objectives and outcomes, and where relevant, proposed an alternative wording. In each case, the new wording is *fully technically consistent* with the WOW project document;
- clarified the wording at the Component level, and included these on the M&E framework;
- reviewed, and where necessary, identified revised indicators for the Objectives and Components. This was a major task. These revised indicators were SMART. Where possible, they are based on existing or planned work done by WOW, WI or AEWA. In particular, the selected indicators have to be easy to *measure*, given the limited project resources for M&E. Where possible, the baseline and targets were identified. In other cases, the responsible party for determining the baseline/target was identified;
- clarified, for each Outcome, the concerned deliverable(s). Consequently, progress under the Outcomes can be easily measured in terms of progress towards the concerned deliverable(s).

This process led to a revised logframe and M&E framework (see Annex 3). This is to be submitted to the Project's Steering Committee for approval. This revised framework includes (i) a short note explaining each indicator (ii) a capacity scorecard that will be used as the source of information for the immediate objective level indicator.

Finally, based on experience with other projects and latest GEF guidelines, the IC discussed with WI and PCU and developed several recommendations related to M&E (see Section 'other recommendations' below).

### **Major Outputs of the Consultancy**

1. Description and Agenda for the internal workshop on the M&E framework.

2. Presentations and other material for the workshop, including:
  - Introduction (powerpoint)
  - Summary of discussions on demonstration projects (powerpoint);
  - Introduction to GEF M&E Requirements and Findings from recent comparable projects (Annex 1).
3. Proposed revised M&E framework for WOW project (Annex 3), in line with UNEP and GEF guidance on M&E.
4. Proposed revised M&E Frameworks for the 11 WOW demonstration projects (Annex 2).

### **Other Recommendations**

1. **Budget** It is understood that there is no specific allocation to M&E in the WOW project budget. It is recommended that this be revised as follows:

- Funding should be made available for the Mid Term Review (see below) and End-of-Project Evaluation, in line with standard UNEP procedures and guidance for these events;
- M&E is an ongoing task, typically for the PCU. Although this is not a full-time position, it does take time to collect information on all indicators, and to store the data in an appropriate form, and to make it available to project partners. Somebody should be made responsible for this (i.e. this task should be included in somebody's TOR).

2. **Mid-Term Review (MTR)** At present, GEF insists on their being at least one independent evaluation during project implementation. Typically this should take place at the end of the project. In addition, UNEP guidelines recommend a MTR with the “main goal of fine-tuning of workplans for the second half of the project, improving project approaches and optimizing implementation arrangements, based on a review of progress on execution as well as the achievement of project outcomes...”. Accordingly, and in line with UNEP guidelines, at the mid-term, the IC recommended to:

- Identify an independent, knowledgeable expert who has not been connected with the project implementation in any way;
- Field the expert for at least one week at the PCU, and ensure in-depth consultation with all main partners (by telephone);
- If possible, field the expert for rapid visits to two demonstration projects in two different regions;
- Host an internal workshop, facilitated by the expert, for at least two days, to review: project progress, main project challenges, main project opportunities. The output of the workshop should be recommendations on the strategy and workplan for the final half of the project, and recommendation on how to overcome main challenges.

The MTR report would not be circulated to GEF, but would be mostly for internal use for management in the project team and PSC.

3. **Monitoring “Outcomes”** The Project document includes 10 Outcomes. At present, indicators are identified for each of these. In fact, for each outcome, there is a single or small number of clear deliverables. These deliverables should be monitored directly - and so there is no need to identify separate indicators at this level. These deliverables are also discussed in Annex 3.

4. **PIR** The PIR format should focus on:

- Reporting on progress towards Objectives and under Components, using the indicators in Annex 3;
- Reporting on progress towards the deliverables under each Outcome.

In the PIR, the section on Objectives/Components should be separate from the section on Outcomes, as different reviewers would be interested in these different issues.

5. **Demonstration Projects** The demonstration projects are a central component of the overall project. In the original logframe, they are counted as one Outcome under the third Component. This does not reflect

the importance of the demonstration projects, and it is therefore recommended to create a fourth component focussing on the demonstration projects. The proposed title for this component is: *Improved conservation status at sites critical for waterbirds, and knowledge is generated on how to enhance conservation across the AE flyways* (See Annex 3 for this, and proposed indicators).

The demonstration projects contribute to the overall WOW project objectives in the following ways:

- Each one contributes to conservation of a critical site;
- For the twelve countries involved in demo projects, national governments will acquire experience and understanding of conservation within the context of the flyway, and so become more engaged in the flyway approach;
- Each one provides a platform for regional and sub-regional exchanges, and for feedback from bottom to top;
- Overall, the projects will generate a series of best practices and/or case studies on conserving sites in the flyway context;
- The 11 sites constitute a sub-network, and building linkages between the sites will help build the overall network.

It is recommended that, in the coming months, more strategic thought be given to the above issues, in order to optimise the contribution of the demo sites to the overall WOW objectives. The planned final publication on “lessons learned” from demo projects can play an important role in disseminating the results of the entire project. Therefore thought should be given at this early stage to the actual scope, targets and outline structure of this publication. As a possible avenue to maximise the inter-linkages among project components, it is suggested that this publication may combine lessons learned from the demo projects with the experiences of all other components of the WOW project (i.e. Critical Sites Network Tool, Capacity Building, the WOW partnership approach, etc.).

6. PAMETT The Protected Area Management Effective Tracking Tool. Use of this tool is a requirement in all GEF protected area projects – at least three times<sup>3</sup>. However, its pertinence to *regional* GEF projects is less clear. The WOW project aims to strengthen regional capacity, and its ability to improve PA management is much less important.

In this case, it is recommended that the PAMETT be used at each demonstration site, where possible<sup>4</sup>. The aggregate PAMETT score will be used as a measure of the overall impact of the component on demonstration projects (i.e. Component 3).

7. Documentation The Project document and reporting is of high quality. This should be maintained. It is essential that a clear record of all co-financing be kept on record. This includes cash and in-kind co-financing. It should include investments into the project logical framework, as well as investments *catalysed* by the project into parallel and related activities.

## **Annexes**

Annex 1 – Presentation on GEF M&E Guidelines and Recent Lessons learnt

Annex 2 - Review of WOW Demonstration Project M&E Frameworks

Annex 3 - Proposed revised M&E framework for WOW project

Annex 4 - WOW Individual Demonstration Project M&E Frameworks

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<sup>3</sup> At the beginning and end of the project, and once during implementation.

<sup>4</sup> It should be done at each site that has a protected area, and at other sites if possible.

**Annex 1 – Presentation on GEF M&E Guidelines and Recent Lessons Learnt**

Please refer to separate file.

## **Annex 2 - Review of WOW Demonstration Project M&E Frameworks**

### 1. Development Objective.

The development objective is defined as an objective to which the project will *contribute*, but is not expected to achieve, and certainly not in the lifetime of the project. Previously, none of the demonstration projects had identified a ‘Development Objective’.

The review team felt it important that each demonstration project have a development objective, and that there should be coherence across the development objectives across the sites. It was noted that the Development Objective could be at the site level (i.e. the project contributes to a greater development goal at the site) or at the flyway level (i.e. the project contributes to waterbird conservation across the flyway). It was decided that demonstration project should have a development objective at the site level.

After much discussion, the proposed Development Objective for each demonstration project is: **“conservation and sustainable use of the (*name of site*) critical site for migratory waterbirds”**. At each site the demonstration project will make a measurable contribution to this, but will not be able to achieve it alone. The development objective ensures that progress is made towards development at the site, but that the contribution to flyways is not overlooked.

### 2. Immediate Objective (IO).

The Immediate Objective is defined as something that the project will achieve in its lifetime or shortly thereafter. The IO is a key element in the M&E framework, because it defines what the project is ‘going after’. The IO serves as guidance to the local team on a daily basis and a yearly basis. It is important to be accurate. It is also important to be owned by the local team, and to be realistic.

The M&E framework for each demonstration project already included an IO. The review team, after much discussion, proposed a revision to the IO for each demonstration project. In most cases, the revision aims to ensure the IO is both *realistic* and *clear*. There is no intended change implied to the project activities or budget, or to the substantive nature of the project. The proposed changes and concerned justification are provided in the following Table:

**Table Highlighting Proposed Changes to the Immediate Objectives, and the Justification for the Revision.**

<b>Country</b>	<b>Original IO</b>	<b>Proposed Revised IO</b>	<b>Justification for the revision</b>
Estonia	To establish a base for the sustainable management of the Haapsalu-Noarootsi bays through the development of a site Management Plan and developing capacities for its implementation.		
Hungary	To enhance the conservation of wetland biodiversity and sharing the benefits with the local community at the Important Bird Area: Biharugra fish-ponds.	Demonstrating the harmonisation of conservation and economic interests.	Original IO was too ambitious.  Original IO did not adequately capture the innovative and demonstrative nature of this project.
Lithuania	To improve the conservation and management of waterbirds and their habitats in the Nemunas River delta area and along the NE coast of the Curonian Lagoon.		



Mauritania	Enhance viability and economic status of PNBA.	Increase in equitable biodiversity friendly tourism	Original IO was too ambitious.  Original IO did not capture the innovative and demonstrative ecotourism focus of this project.  New IO is 'measurable'.
Niger	To secure sustainable use of Namga-Kokorou through the development and implementation of a participatory community-based management plan.	Community owned sustainable use planning process demonstrated	Original IO was far too ambitious.  Revised IO focuses on a clear objective that respects the working capacity of the project management team.
Nigeria	Significantly improve the ecological integrity of the HNWs as a wildlife habitat by promoting community participation in wetlands resources management.	Increasing local community involvement, awareness and improving biodiversity research.	Original IO was far too ambitious.  Original IO was not sufficiently clear.  Revised IO clarifies the focus of the project on communities, awareness and research, and leads to measurable indicators.
Senegal/Gambia	Strengthen trans-boundary cooperation and participation of local communities in wetlands and waterbirds management in the Saloum-Niumi complex.	Effective transboundary cooperation on key management issues, through increased community participation.	Original IO was not sufficiently clear.  Revised IO clarifies the focus of the project.
South Africa	To conserve the Wakkerstroom wetland through maximising biodiversity and the development of ecotourism including benefits flowing to local communities.		
Tanzania	To raise awareness of local communities and decision makers on migratory waterbirds through establishing and operating a wetland centre in Dar es Salaam.		
Turkey	To raise awareness of key local stakeholders about the ecological importance and natural assets of Burdur Lake towards achieving the conditions for the sustainable management of the site in the long-term.		
Yemen	To finalise the integrated management plan for the Aden wetlands and support its inclusion in the wider area land use planning process.	To finalise the integrated management plan for the Aden wetlands and support its inclusion in the wider area's land use planning processes.	No change

As mentioned above, ownership of the IO by the local team is vital. Hence, in each case, the proposed IO will be discussed with project teams and concerned partners, before being finalised.

### 3. Indicators

Proposed indicators for the immediate objectives for each site were identified. The PCU has these on file. The proposed indicators will be discussed with the project teams and concerned partners, before being finalised and adopted by project teams as part of their regular management and reporting process.

### 4. Outcomes

The demonstration projects have several Outcomes contributing to the Immediate Objective. The review team carefully reviewed each Outcomes and related indicators. After much discussion, the review team prepared a proposed set of Outcomes and indicators for each demonstration project. The intentions were:

- To more accurately reflect the project activities;
- To ensure the outcomes and indicators were clear and realistic;
- To not change the substance of the project, or to imply any changes in activities or budget.

The PCU has the proposed revisions on file. The proposed revisions will be discussed with the project teams and concerned partners, before being finalised.

### ANNEX 3 - Revised Logical and M&E Framework for the WOW Project

The logical framework and revised M&E framework has been divided into two parts. The first part covers Objectives and Components, and the second part covers Outcomes. In many cases, more work needs to be done to establish the baseline and the targets. This additional work is highlighted thus. For part II, much of the table has not been revised, and this should be done by PCU and WI, as indicated.

A reference note at the end of this table provides an additional explanation of every indicator.

#### Part I - Objectives and Components

Project objective and Outcomes	Description of indicators	Baseline level	Mid term target (no mid-project targets defined in project document)	End-of-project target	Level at 30 June 2007	Progress rating
<b>Development Objective<sup>5</sup></b> (Conservation of globally significant migratory waterbirds and wetlands enhanced in the African – Eurasian flyways.						
	D1. Overall extinction risk of AEWA waterbirds, as measured by the red list index for AEWA region <sup>6</sup> (in line with AEWA SAP, 2009-17).	AEWA/BL to confirm a baseline figure (pre-2005) and updated figure (2007) and target figure for 2010.	AEWA/BL to confirm a baseline figure (pre-2005) and updated figure (2007) and target figure for 2010.	No increase in overall extinction risk.		
	D2. The numbers of sites designated using Ramsar Convention criteria 5, 6 (specific criteria based on waterbirds) as Internationally Important wetlands	Number of Ramsar Sites fulfilling criteria 5 or 6 in AEWA region as of July 1 <sup>st</sup> , 2006 (from Ramsar Database) is 198.	10 new Ramsar sites designated (target 208)	An increase of 10%, with respect to the start of the project, i.e. 20 new Ramsar sites designated by project end (target 218).	6 new Ramsar sites designated (total stands at 204)	

<sup>5</sup> In line with OECD/DAC and GEF terminology, the WOW Project only *contributes* to this objective. WOW can neither be held responsible or claim credit at this level.

<sup>6</sup> A reference note at the end of this table provides an additional explanation of every indicator.

Project objective and Outcomes	Description of indicators	Baseline level	Mid term target (no mid-project targets defined in project document)	End-of-project target	Level at 30 June 2007	Progress rating
	under the Ramsar Convention in the 119 countries of the AEW region.					
	D3. The number of countries ratifying AEW (in line with AEW SAP, 2009-17). AEW/BL to confirm baseline and targets.	3. The number of countries ratifying the AEW stood at 53 at project outset (source: AEW Website).	62 countries (+9 on baseline)	85 by 2011 (End of project plus one year)	59 countries (+ 6 on baseline)	
<b>Immediate Objective:</b> Strengthened strategic capacity to plan and manage the conservation of migratory waterbirds and the critical sites along their flyways.						
	I1. Aggregate score of WOW Capacity Scorecard increases by 20%. PCU to finalise list of respondents.	When scorecard is finalised, PCU to send it out to recipients, and establish the baseline. PCU will then propose targets for mid-term and end of project.	When scorecard is finalised, PCU to send it out to recipients, and establish the baseline. PCU will then propose targets for mid-term and end of project.	When scorecard is finalised, PCU to send it out to recipients, and establish the baseline. PCU will then propose targets for mid-term and end of project.		
	I2. The level of satisfaction with the WOW products across the AEW network practitioners	PCU to issue First communication to WOW database contact network before end 2007. This will establish	To be determined	To be determined	To be determined	

Project objective and Outcomes	Description of indicators	Baseline level	Mid term target (no mid-project targets defined in project document)	End-of-project target	Level at 30 June 2007	Progress rating
	(members of WOW database).	baseline. PCU will then propose targets for mid-term and end of project.				
<b>Component 1: Conservation activities strengthened through the development and use of a comprehensive, flyway scale, critical site network planning and management tool.</b>						
	C1.1 Critical site network tool makes required information available in an appropriate format for planning and management.	Information is scattered and incomplete.	The AEWA Technical Committee endorses <i>prototype</i> .  The initial feedback from IWC and IBA coordinators on the <i>prototype</i> critical site network tool is generally positive.	AEWA Technical Committee, Ramsar STRP and 8 site managers endorse the tool.	Not applicable	
	C1.2 Number of registered CSN users	0	Not applicable	At least 100	Not applicable	
	C1.3 Evidence that registered CSN users are <i>repeatedly</i> using the tool.	Not applicable		At least 50 registered users have accessed the tool at least twice.	Not applicable	
<b>Component 2: Establishing a basis for strengthening decision-making and technical capacity for wetland and migratory waterbird conservation</b>						
	C2.1 Availability and quality of multi-modular, multi-target group regional training programmes	Understanding of needs but no specific training programmes	Framework training programme available for review by Regional Training Boards.	All four regional training programmes approved by the four concerned Regional Training Boards.		
	C2.2 The	Understanding	Framework	Implementatio		

Project objective and Outcomes	Description of indicators	Baseline level	Mid term target (no mid-project targets defined in project document)	End-of-project target	Level at 30 June 2007	Progress rating
	usefulness of the training programme.	of needs but no specific training programmes	training programme available	n of modules of the training programme in at least two sub-regions.		
<b>Component 3: Catalyzing the exchange of information for wetlands and migratory waterbird conservation</b>						
	C3.1 The number and geographical diversity of stakeholders accessing the website.	May be a baseline possible from WOW pages on WI website – WI to investigate.		At least x visitors from at least y countries.		
	C3.2 No. of documents downloaded from the website	0		At least z documents downloaded, monthly		
For both the above, WI is to determine end of project and mid-term targets.						
<b>Component 4: Improved conservation status at sites critical for waterbirds, and knowledge is generated on how to enhance conservation across the African-Eurasian flyways.</b>						
	C4.1 The effectiveness of Protected Areas management at the 11 WOW Demonstration sites (total area approx. 17,332 km <sup>2</sup> ), is improved by an average of 20%	Protected areas supported by the project do not have a PAMETT score at project start. PAMETT is applicable at 9 out of 11 demo sites.	All 9 applicable sites have a PAMETT. Average PAMETT score: 57	All 9 sites have a PAMETT repeated at project end. Average PAMETT score: 62	4 sites have a PAMETT Average PAMETT score <sup>7</sup> : 52	
	C4.2 Reaction from a review panel on the	Not applicable	Clear understanding of the scope,	Positive response from 80% of reviewers.		

<sup>7</sup> Average is based on the PAMETTs received from 4 demo sites at the time of reporting (June 2007). Additional 5 PAMETTs are being developed as each demo project initiates activities on the ground. For 2 demo sites the PAMETTs are not applicable.

Project objective and Outcomes	Description of indicators	Baseline level	Mid term target (no mid-project targets defined in project document)	End-of-project target	Level at 30 June 2007	Progress rating
	'lessons learnt product'.		contents and approach to the product, and initial consultation with panel members.			

## Notes on Indicators

D1. The AEWA Strategic Action Programme, 2009-2017 (draft), includes the goal “*To maintain or to restore migratory waterbird species and their populations at a favourable conservation status throughout their flyways*”. The Programme provides several indicators for this. One is “*the Overall extinction risk of waterbirds reduced, as measured by the Red List Index*”. This WOW indicator is therefore in line with a key AEWA implementation indicator.

The Red List Index has been prepared by the AEWA Technical Committee. It will be measured by AEWA. It is therefore an excellent indicator. By end of the project, the target is for there to have been no reduction in this index.

D2. The ability and willingness of AEWA states to designate Ramsar sites as a protection status for sites important to waterbirds is an indicator of capacity and willingness to protect sites, and therefore an indicator of pressure reduction.

D3. The AEWA Strategic Action Programme, 2009-2017 (draft), includes the Objective “*To strengthen AEWA’s facilitating role in improving international cooperation and capacity towards the conservation of migratory waterbird species and their flyways*”. The Programme provides several indicators, and one is the number of country members of AEWA. This WOW indicator is therefore in line with a key AEWA implementation indicator.

I1. A scorecard including five questions which cover systematic and institutional capacity has been prepared (see below). This scorecard will be sent to all members of the Regional Training Boards annually. The members will answer the questions for *their* country. By doing so, each member will allocate between 1 and 4 points for each question to their country. Hence (as there are five question), each member will allocated between 4 and 20 points to their country. The aggregate score, across all RTB members, is the indicator.

Although each individual response is to some extent ‘subjective’, this does not affect the indicator because what is important is the *change* in the indicator over time. As the same question will be asked each year to the same RTB members, subjectivity will be removed.

I2. The level of satisfaction is to be determined using the WOW newsletter. The WOW newsletter will be sent annually to the entire WOW database (700+ members in the first year, and growing). The newsletter will ask each recipient to rate the usefulness (from 1-5) of the following tools:

- CSN tool;
- WOW Newsletter
- WOW website;
- WOW Training support products;
- WOW Bird counting support products;
- WOW/AEWA network.

The PCU will provide 1-2 pages of explanation along with the questions. The PCU will design an automated, ‘on-line’ counting system, so respondents can quickly respond, before reading the newsletter. The counting system will present average and aggregate results.

There is a danger that many respondents will not take the time to respond, however this is expected to cancel out over the years.



C1.1 The main output from Component 1 is the CSN. This indicator measures the technical quality of the CSN, and its likely level of usefulness. The main challenge here is that the CSN will not be available until the project is almost complete, hence it is challenging to measure its usefulness. Hence this indicator focuses on the *prototype* CSN, which will be ready and under testing towards the middle of the project.

C1.2 By project end, it is likely that many experts have registered to use the CSN, thereby indicating they are familiar with it and they expect it to be useful in their work.

C1.3 The ultimate test is that the CSN tool is being used, regularly, by a number of stakeholders. The main challenge here is that the CSN will not be available until the project is almost complete, and so cannot be used 'regularly'. However, it is still expected that a small number of users will have started to regularly use the CSN tool by project end.

C2.1 The main outputs under Component 2 are the regional training programmes and the sub-regional training modules. Ideally, these would be under use well before project end, and their impact could be measured. However, there is insufficient time for that to happen. Hence, the first indicator focuses on the *availability* and *quality* of the outputs (i.e. the multi-modular, multi-target group regional training programmes). The technical quality of these is assured by the RTB members - they will not be approved if below quality.

C2.2 This indicator does get into usefulness, by requiring that the modules are being used in at least two regions by project end.

C3.1 This Component aims to improve communications and exchanges across stakeholders. This is most easily measured through the website. The first indicator is the number and geographical diversity of stakeholders accessing the website – a useful indicator of interest and exchanges. However, the baseline has not yet been established, neither has the target.

C3.2 The second indicator is the number of documents downloaded from the website. This clearly demonstrates how useful the website is. This can be easily measured.

C4.1 The PAMETT will be run at nine or more of the demonstration sites. Over the lifetime of the project, it is expected to increase by at least 20%, on average.

C4.2 The key Output under this Component is the 'lessons learnt product' – most likely a book or an interactive tool on the lessons learnt from the 11 demo sites. The main indicator of this would be its usefulness or the number of references to it in other academic/technical journals. However, as the product is only likely to be finalized in the final weeks of the project, it is unlikely to be used or referenced very often by project end.

By mid-term, the PSC and PCU should have a clear understanding of the scope, contents and approach to the product, and should have held initial consultations with panel members.

By the end of the project, a formal review panel consisting of the Regional training board members, AEW technical committee, Ramsar experts, site managers and other relevant stakeholders will be established. They will review the product, and the product will be considered successful if 80% of reviewers give a positive review.

Scorecard for Indicator I1

WOW Capacity Assessment Scorecard

All questions to be completed, annually, by all Regional Training Board members.

Species conservation

**Question 1: Single Species Action Plans for migratory waterbirds**

In Your Country:

1. As far as you are aware, there are no single species action plans for migratory waterbirds and no plans to prepare any.
2. There are some plans to prepare single species action plans, but there are not reasonable quality, up to date plans yet available.
3. A small number of single species action plans have been prepared, but it is far from adequate.
4. Several single species action plans have been prepared, and progress is satisfactory given the overall situation in the country.

Habitat Conservation

**Question 2: Inventory of network of all sites of international and national importance for the migratory waterbird species/populations**

In Your Country:

1. There is no inventory of important sites, and no immediate plans to prepare one.
2. An inventory of important sites exists, but it is so out-of-date and incomplete that it is largely useless.
3. The inventory of important sites exists, or is in the final stages of preparation.
4. The inventory of important sites exists and is being used by planners.

Management of human activities

**Question 3: Harvesting of migratory waterbirds**

In Your Country:

1. There are no legal measures to control unsustainable harvesting of migratory waterbirds.
2. There is legislation relating to unsustainable hunting methods, but it is largely un-implemented.

3. There is legislation relating to unsustainable hunting methods, and although implementation is far from complete, it does exist.
4. There is legislation relating to unsustainable hunting methods, and implementation is satisfactory, given the overall situation in the country.

### Research and monitoring

#### Question 4: The waterbird monitoring scheme

In Your Country:

1. There is no monitoring of waterbirds.
2. There is monitoring of waterbirds, but it is inconsistent across sites and years.
3. There is monitoring of waterbirds and it covers most sites.
4. There is a comprehensive and scientific system of monitoring of waterbirds.

### Education and information

#### Question 5: Programmes to raise awareness and understanding on waterbird conservation

In Your Country:

1. There have been no programmes on raising awareness or understanding of waterbirds.
2. There have been programmes on raising awareness, but of very limited impact.
3. There have been many successful programmes to raise awareness, but much more needs to be done.
4. There have been many programmes on raising awareness, with adequate impact, and the overall awareness situation is adequate, given the overall situation in the country.

## **Part II – Outcomes**

Project Outcomes	Project Deliverables	Expected delivery date or milestone	Progress	Comments
<i>Conservation activities strengthened through the development and use of a comprehensive, flyway scale, critical site network planning and management tool.</i>				
<b>Outcome 1.1.</b> The network of critical sites is available as a tool for use by practitioners to underpin planning and management of and catalyse site level activity in flyway conservation.	1. The CSN tool	Prototype: end 2008  Final: mid 2010	CSN database under development and all activities on schedule	
<b>Outcome 1.2.</b> Primary data resources that underpin flyway conservation, planning and management activities enhanced to include all critically important sites in the AEWA region.	1. Documents identifying all Gaps  1. Surveys to fill key gaps	All four available by mid-2008  Mid-2009	Gap finding workshops planned.  Surveys implemented at small number of gaps already found, other surveys planned.	
<b>Outcome 1.3.</b> Flyway data gathering and monitoring capacity strengthened to support the updating and maintenance of primary data resources that underpin conservation of the network of critical sites.	1. Field counters trained.  2. Field counting equipment delivered.  3. Field Guide produced.  4. Modified guidelines for IWC and IBA (in order to become harmonized).	- x trained by end 2007 - y trained by 2010  Ongoing  July 2009  July 2009	Field surveys and training conducted at 60 sites	Field surveys and training conducted at 120 sites
<b>Outcome 1.4.</b> Species and critical site knowledge base supports management and planning decision-making in flyway conservation.	10 proposals to fill information gaps submitted to external donors.	End of Project	not applicable	

(This Table to be completed by a technical team consisting of PCU and WI desk officer, before being finalized/approved by WI and PSC.)

<b>Component 2: Establishing a basis for strengthening decision-making and technical capacity for wetland and migratory waterbird conservation.</b>						
<b>Outcome 2.1.</b> Transferable model Training and Awareness Raising Programme framework produced for developing wetland and waterbird conservation capacity.	1. Model Training and Awareness raising Programme adopted as the basis for capacity development programmes in project focal sub-regions.	1. Not applicable. The model programme does not exist yet.	Model T&A programme drafted and formally adopted by all 4 sub-regional Training Boards.	Not applicable (task to be completed at mid-term)	First draft of T&A framework developed, ready for peer review and regional adaptation during second half of 2007 and 2008.	
<b>Outcome 2.2.</b> Wetland and waterbird conservation Training and Awareness Raising Programmes produced ready for implementation in four sub-regions.	1. A Training and Awareness raising Programme is available in each of the four project focal regions: Western and Central Africa; Eastern and Southern Africa; The Middle East; Central Asia/ Caucasus States.	1. Currently there are no sub-regionally focused training and awareness raising programmes.	Training Boards established and operational in all 4 project sub-regions.  Regional adaptation of model T&A framework started	T&A framework adapted to each sub-region, and ready for adoption and use by all sub-regions.	Training Boards being established in 3 out of 4 sub-regions  T&A development currently on schedule	

**Component 3: Enhanced availability and exchange of information through improved communications capacity and resource provision**

<b>(Outcome 3.1. Demonstrations of best practice management of migratory waterbirds and wetlands available across the flyway)</b>						
<b>Outcome 3.1.</b> Demonstrations of best practice management of migratory waterbirds and wetlands available across the flyway.	Level of dissemination of the final publications consolidating best practice and lessons learned through the 11 demonstration projects	Demonstration projects not started	All Demo projects operational and on schedule, and reporting regularly to the PCU  Funds for the final publication earmarked/identified	All demo projects completed  Review conducted of elements of best practice and lessons learned, and distilled into a final publication  Publication printed and widely distributed (dependent on funding available)	All Demo projects operational and on schedule, and reporting regularly to the PCU	
<b>Outcome 3.2</b> Mechanisms for governments and NGOs to communicate between themselves and with each other strengthened.	1. Annual number of visitors to the project website	1. there is no project website (to be developed)	WOW Website established and user statistics being collected.  Statistics show an increase in traffic of at least 100% between year one and year two	Annual number of visitors to the project website increases by 300%	Temporary website operated by Wetlands International in year one, however with no user-statistic capability.  New website (with user-statistics capability) in final stages of development – launch planned for October 2007.	
<b>Outcome 3.3.</b> Mechanisms of	1. Number of site twinning	1. Baseline is zero as there	First Exchange programme	A total of 18 participants	Activity on schedule	

exchange between and within sub-regions for improved flyway-level migratory waterbird and wetland management established.	arrangements/joint site action plans established.	are no exchange opportunities or twinnings in place.	workshop held and priorities defined  First batch of exchange activities implemented with at least 9 participants  At least 2 site-twinning arrangements are in place	benefit from the exchange programme  At least 4 site-twinning arrangements are in place	Workplan for exchange programme at advanced stage of development  Exchange programme planning workshop scheduled for January 2008  First set of exchange activities scheduled to take place in late 2007	
<b>Outcome 3.4.</b> Wise-use of migratory waterbirds and wetlands is better understood and implemented by governments in focal sub-regions.	1. # of countries ratifying the Ramsar Convention in the AEWA region. Target: More than 50% of the States in the AEWA regions which are not yet Ramsar Convention contracting parties, ratify it by the end of the project.	1. The number of States not signatory to the Ramsar Convention in the AEWA region at the start of the project was: 19 (source: Ramsar website – contracting parties and AEWA Secretariat)	5 new countries in the AEWA region join the Ramsar Convention	10 new countries in the AEWA region join the Ramsar Convention	4 new countries in the AEWA region have joined the Ramsar Convention	

**Annex 4 - WOW Individual Demonstration Project M&E Frameworks**

**Logical Framework – Estonia – Haapsalu-Noarootsi Bays**

<b>Intervention Logic</b>	<b>Indicators of performance</b>	<b>Means of Verification</b>	<b>Baseline Situation</b>	<b>Status as of 01.01.2007-30.06.2007</b>	<b>Risks and assumptions</b>
<b>Development Objective</b>					
Conservation and sustainable use of the Haapsalu-Noarootsi Bays critical site for migratory waterbirds					
<b>Immediate Objective</b>					
Strengthened conservation management capacity	An adopted management plan under implementation (note: plan will include a monitoring framework and indicators)  Financial capacity to implement the plan.	Management plan  Relevant legislation and endorsement by national authorities  Implementation reports by State Nature Conservation Centre  WOW demo project progress reports	Haapsalu-Noarootsi area is in the national potential Ramsar list.  Estonia has not joined the AEW A Agreement  No management plan in place  Limited management capacity in place at SNCS	Nature Conservation Department is preparing AEW A accession - Agreement is expected to be adopted by Estonian Parliament in 2008.  Project team has participated in Estonian Ramsar Committee meetings.	Current trends in sustainable use of coastal meadows are not negatively impacted by shifts in government / EU policy.  Commitment to cooperation among relevant government institutions continues.
<b>Outcomes</b>					
Integrated sustainable use and conservation management plan promulgated	An adopted management plan based on Ramsar principles and supporting the conservation of AEW A species.	Management Plan  Periodic implementation	A management plan exists for Silma Nature Reserve and Osmussaar	Compiling of new protection rules for Silma Nature Reserve is in progress. Agreement is assigned	National legislation remains conducive for conservation



		reports	Landscape Reserve (2004-2008)	for a key study in Nõva-Osmussaar area.	
2. Improved infrastructure and an increased local capacity to develop ecotourism and sustain coastal grassland restoration  OR  Priority and critical management measures implemented	Average stay of eco-tourists in the area  increased habitat for migratory waterbirds.	WOW demonstration project progress reports  Bird counts  Publications,  Website statistics  Visitor feedback / survey results	Changes in the migrating waterbird numbers are unknown  regular coastal meadow monitoring exist  No active Visitor Centre 2 existing nature trails, no camp sites,  Silma Nature reserve home page	Initial consultations for regular waterbird monitoring started. Actual monitoring to start in the next semi-annual period  10 different promotional / awareness events have been organized  Financing for 1 hiking trail enhancement has been mobilized  Project website launched	National socio-economic and environmental conditions remain conducive to conservation / ecotourism measures  The number of staging waterfowl will not increase  The number of birds will not increase  Insufficient interest towards the organized events Insufficient interest, too sparse population
Improved availability of data for conservation management	Data is used to assess the impact of management actions  Waterbird monitoring plan being implemented regularly	Regular waterbird monitoring reports  Management plan implementation reports  State monitoring system waterbird database	The latest estimations about migrating waterbirds numbers around Haapsalu Bay are about 10 years old.	Initial consultations for regular waterbird monitoring started. Actual monitoring to start in the next semi-annual period	Insufficient logistical support  Lack / support of interest from participants or partner institutions

### Logical Framework Matrix – Hungary – Biharugra Fishponds

Intervention logic	Indicators of Performance	Means of Verification	Baseline	Status as of	Risks and Assumptions
<b>Development Objective:</b> Conservation and sustainable use of the Biharugra Fishpond critical site for migratory waterbirds.	By the end of the project, the seriousness or intensity <sup>8</sup> of threats caused by aquaculture has decreased at 25% of the 48 IBAs in the region that include a significant area of fish-ponds.	BirdLife's World Bird Database			
<b>Immediate Objective:</b> Demonstrating the harmonization of conservation and local economic interests	Agropoint Ltd. continues to operate fishpond system, tourism grows. Status of IBA qualifying bird species is maintained or improves Jobs created in nearby villages, especially in Biharugra	Interviews with Koros Maros NP Visitor records IBA Status Report for Biharugra			Agropoint is able to adapt to changing market situation resulting from EU accession.
<b>Outcomes:</b>					
1. Improved conditions for threatened waterbirds at selected ponds.	Number of breeding Common Terns increases from x-y (ask Gábor) by the 3 <sup>rd</sup> year of the project on artificial nesting places. Number of breeding Ferruginous Ducks increases by x% (ask Gábor) in the restored ponds.	Annual Bird Monitoring Reports			Conservation organisations will be willing to exchange experience. The population of the target species do not crash due to external factors. Mainly in the case of the Common Tern's breeding success, the

<sup>8</sup> Level of threat is measured as defined in Appendix 3 in Heath, M. & Evans, M. 2000. *Important Bird Areas in Europe: priority sites for conservation*. BirdLife International, Cambridge UK. Currently this forms the basis of threat assessment for IBAs and reporting to the World Bird Database. A formula is used (and applied consistently across the IBA network in Europe) which derives an overall score based on a combined measure of the effect of the threat, the spatial scale of the threat and the realisation of the threat.

					current weather condition is a crucial factor.
2. Economically-viable nature friendly fish-farming strategy applied and experiences disseminated amongst other fish-farmers in the region.	<p>Increased profitability of fish farming in line with conservation guidelines</p> <p>At least 10 professional fish farmer groups visit the site during the project's lifetime</p>	<p>Demonstration project progress reports</p> <p>Interviews with Agropoint</p>			<p>The profitability of fish-farming at Biharugra is not adversely affected by external cost and/or price changes.</p> <p>There will be no problem with water management due to adverse weather conditions.</p> <p>Fish-farm managers in the region will be open to dialogue with conservationists</p>
3. Improved conditions and services for tourists and visitors.	<p>Natural history and conservation fish-farming exhibition is visited by 600 persons/year after its establishment</p> <p>Feedback from visitors (visitor statistics / satisfaction)</p> <p>Average stay of visitors (number of guest nights).</p>	<p>Visitor centre records</p> <p>Official statistics from the municipalities.</p> <p>Tour operator visitor records and financial accounts of revenue generated.</p> <p>Demonstration project progress reports</p>			<p>The local municipalities will provide favourable conditions for tourism that coincide with project activities</p> <p>Visitors will not be discouraged by security problems.</p> <p>In-country interest in eco-tourism keeps increasing.</p> <p>Funding opportunities remain available for</p>

					<p>developing accommodation and catering related to rural tourism.</p> <p>External factors affecting tourism such as the Hungarian economy (e.g. effects on exchange rates) do not affect the number of visitors unduly.</p> <p>The new National Park accommodation can effect the number of private accommodations</p>
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**Logical Framework – Lithuania – Nemunas River Delta**

<b>Intervention Logic</b>	<b>Indicators of performance</b>	<b>Means of Verification</b>	<b>Baseline Situation</b>	<b>Status as of June 2007</b>	<b>Risks and assumptions</b>
<b>Development Objective</b>					
Conservation and sustainable use of the Nemunas River Delta critical site for migratory waterbirds					
<b>Immediate Objective</b>					
To improve the conservation status and sustainable use of targeted wetland areas in the Nemunas Delta	<p>Functional Bird Observatory Centre regularly implementing awareness /training/education activities</p> <p>An increase in the number of staging/breeding waterbirds at targeted sites</p> <p>Increased income from local ecotourism</p> <p>PAMETT Income to local community from biodiversity friendly activities.</p>	<p>Visitor numbers</p> <p>Bird census data</p> <p>WOW demonstration project progress reports</p>	<p>Low public awareness of local communities</p> <p>the lack of detailed information on important concentrations of waterbirds</p> <p>lack of a regional waterbird research center</p> <p>lack of special eco-tourism facilities related to migratory birds.</p>	<p>The design of a new Bird Observatory and eco-tourism site prepared</p> <p>a new monitoring scheme of migratory waterbirds initiated</p> <p>wetlands restoration works and public events aimed to increase of environmental education planned</p>	<p>conflicts of interests; rapidly increasing costs for all services/equipment.</p> <p>availability of qualified experts, experience of implementing agencies in similar international projects</p> <p>interests of local community and support of local/regional authorities.</p>
<b>Outcomes</b>					
<b>Outcome 1</b> Establishment of a migratory waterbird education and research centre in the Nemunas River Delta.	<p>A progressive increase in enrollment in workshop / seminars offered at the at the Bird Observatory</p> <p>Increased linkages with other academic institutions</p>	<p>WOW demonstration project</p> <p>Minutes and reports of seminars /international</p>	<p>Inadequate public awareness and environmental education of local communities</p> <p>Absence of a regional research</p>	<p>The design and project works necessary for the reconstruction works of the Bird Observatory building completed by the sub-</p>	<p>R.: increasing costs for construction works and other services; lack of necessary infrastructure; high costs of transportation of</p>

	<p>Visitor feedback</p> <p>financial sustainability of the Centre/observatory</p>	<p>workshop</p> <p>Web statistics</p> <p>Surveys</p> <p>post training evaluations</p>	<p>and information center for waterbirds</p> <p>A lack of detailed information on important concentrations of waterbirds in this key bird area.</p>	<p>contracted design &amp; construction company.</p> <p>The new monitoring scheme of important concentrations of waterbirds initiated.</p>	<p>construction materials/staff</p> <p>A.: availability of qualified experts; support of local authorities; economic interests of local community</p>
<p><b>Outcome 2</b></p> <p>Increase in ecotourism at the Ventes Ragas Landscape Reserve of the Nemunas River Delta Regional Park.</p>	<p>Average stay of visitors</p> <p>Visitor feedback (satisfaction of facilities)</p>	<p>WOW demo project progress reports</p> <p>Survey results</p> <p>Visitor records at local establishments</p>	<p>The lack of a special eco-tourism facility in the Ventes Ragas Landscape Reserve.</p>	<p>The exact location of the eco-tourism site identified, the initial project of the route with posters for visitors &amp; observation platform prepared by the sub-contracted company and adopted by local authorities.</p>	<p>R.: increasing costs for construction works and design services; high travel/accommodation costs; changes of land-use and ownership</p> <p>A.: experience of implementing agencies in development of similar eco-tourism routes; possibility to develop the eco-tourism route on State-owned land.</p>
<p><b>Outcome 3</b></p> <p>Sustained restoration of targeted wetlands especially important for migratory waterbirds.</p>	<p>Restored meadows are regularly maintained on a financially sustainable basis by local communities by the end of the project</p> <p>An increased trend of staging/breeding waterbirds at targeted habitats</p>	<p>WOW demonstration project progress report</p> <p>Bird census data; trends of staging/breeding bird numbers at restored sites;</p> <p>Restoration agreements with</p>	<p>Degraded habitats important for migratory waterbirds in Rupkalviai Ornithological Reserve.</p> <p>No information system (posters, for visitors, booklets for local people) on values of this</p>	<p>Designation of the sites where restoration works will be implemented in the Rupkalviai Ornithological Reserve. The planned works adopted by the Direction of the Nemunas River Delta Regional</p>	<p>R.: conflicts of interest; lack of awareness and environmental education; the risk of flooding of restored sites during spring floods.</p> <p>A.: presence of qualified experts; support of local authorities;</p>

		local farmers	territory available.	Park.	interests of local community.
<b>Outcome 4</b> Increased national awareness of the values of the Nemunas River Delta Regional Park	Level of demand and dissemination for the final publication	Hard copy of the publication  Orders for book	The lack of a special publication on migratory birds and other nature values of the Nemunas River Delta Regional Park.	The contents of the publication adopted by the project Steering Committee and project partners. Collection of materials necessary for this publication initiated.	R.: rapidly increasing costs for services of publishing companies.  A.: availability of initial data necessary for publication.

**Logical Framework diagram – Mauritania – Banc D’Arguin**

<b>Intervention logic</b>	<b>Indicators of performance</b>	<b>Means of verification</b>	<b>Baseline</b>	<b>Status as of</b>	<b>Risks and assumptions</b>
<b>Development Objective: Conservation and sustainable use of Banc d’Arguin NP critical site for migratory waterbirds.</b>					
<b>Immediate Objective: Increase in equitable biodiversity friendly tourism</b>	Increase in park revenues from tourism  Community members engaged in providing services to visitors	Balance of figures from park tourism revenues,  Project report outcomes			Tourism revenues are used directly for the park management and not for other purposes. Mauritania will remain open to tourism. Fisheries / other impacts do not disrupt the park’s ecological integrity.
<b>Outcome 1. Improved management strategy, services and products for bird tourism.</b>	Feedback from visitors (visitor satisfaction)  Average stay of visitors	PNBA reports  Demonstration project progress reports			Tourism revenues are retained in/for the park. Tourism operations in the park will serve as additional surveillance. Imraguen will be fully involved in the



					project.
<b>Outcome 2. Increased international reputation / awareness of park.</b>	<p>PNBA featured in itineraries of at least 5 reputable international ecotourism operators.</p> <p>Increases in the number of ornithological visits.</p> <p>New partners and donors for park support.</p>	<p>Travel operator websites / collateral media</p> <p>PNBA reports and tourism records</p> <p>Demonstration project progress reports</p>			<p>EPA materials should be appropriate and distributed widely. Press coverage should be well targeted. Mauritania as a country needs to remain open to international tourism and partners. Website should be regularly updated. Park facilities must provide good visitor security.</p>
<b>Outcome 3. Enhanced local (PNBA staff, communities and training facilities) capacity to provide ecotourism services.</b>	<p>At least 4 staff &amp; 16 Imraguen directly involved in guiding visitors by project end.</p> <p>New park training facilities being used regularly.</p>	<p>PNBA reports and tourism records</p> <p>Demonstration project progress reports</p> <p>Physical park facilities &amp; infrastructures.</p>			<p>Trained staff and villagers are fully occupied with ecotourism. New facilities must be environmentally appropriate, attractive for tourists and maintained.</p>

<i>Activity 1.1 Contribute to the development of an ornithological ecotourism strategy for the park.</i>
<i>Activity 1.2 Identify key sites for waterbirds and associated aspects of tourism potential</i>
<i>Activity 1.3 Contribute to the development of tourism guidelines for the park, based on carrying capacity.</i>
<i>Activity 1.4 Support the implementation of the park's ecotourism strategy</i>
<i>Activity 2.1 Contribute to the design an Ornithological Communications Strategy</i>
<i>Activity 2.2 Develop selected EPA materials</i>

<i>Activity 3.1 Establish and implement a project training programme for park staff &amp; Imraguen</i>
<i>Activity 3.2 Design and operate an Exchange Programme</i>
<i>Activity 3.3 Improve park interpretation system</i>
<i>Activity 3.4 Establish a training centre</i>
<i>Activity 4.1 Project management &amp; review</i>
<i>Activity 4.2 Project monitoring a&amp; evaluation</i>

### Logical Framework – Niger – Namga-Kokorou

Intervention logic	Indicators of performance	Means of verification	Baseline	Status as of	Risks and assumptions
<b>Development Objective: Conservation and sustainable use of Namga-Kokorou critical site for migratory waterbirds.</b>					
<b>Immediate Objective: Community-owned sustainable use planning process demonstrated.</b>	<p>Management plan endorsed by local councils</p> <p>Signs of replication efforts locally and nation-wide</p> <p>Evidence that donors / government willing to support the implementation of the management plan</p>	<p>Management Plan</p> <p>Documentation on the participatory process</p> <p>Demonstration project progress reports</p>			<p>Overall project is managed successfully and in genuine cooperation with local communities. DFPP (project executor) status remains positive in government structures.</p> <p>Wide community support for project objectives.</p>
<b>Outcome 1. A community-owned management plan and based on sound technical data</b>	<p>Community-based plan is available</p> <p>Evidence of appropriate consultative process</p> <p>International standard biodiversity data available in national database (University of Niamey)</p>	<p>Demonstration project progress reports</p> <p>Supporting documentation.</p> <p>IWC or Ramsar database</p>			<p>The plan is achievable &amp; realistic. Monitoring protocols are appropriate; database is effective and compatible with other datasets.</p>
<b>Outcome 2. Local Councils committed to and capable of</b>	<p>Local decree(s) / decision(s)</p> <p>First steps taken to</p>	<p>Demonstration project progress reports</p>			<p>Any administrative &amp; legal obstacles are overcome</p>

<b>implementing management plan</b>	implement management plan by Council members	Supporting documentation			successfully. Plan receives support of local chiefs and district officers.
<b>Outcome 3. Better understanding of wetland values and wise use practices at local level (local communities and Local Councils)</b>	Awareness levels will be assessed by an initial needs analysis and post activity assessment survey.	Results of initial training needs assessment  Results of before and after awareness surveys			Training is appropriate and local conditions favourable for trainees to put skills to practice; trainees remain in area.
<b>Outcome 4. Financial support for initial implementation of the management plan mobilized.</b>	Evidence that donors / government willing to support the implementation of the management plan	Demonstration project progress reports and supporting documentation			community-based plan is effectively ready to be implemented. Donors are interested in supporting MP implementation.

Activity 1.1 Elaboration of the community-based management plan
Activity 1.2 Contribute to wetlands monitoring for Namga-Kokorou
Activity 2.1 Enhance capacity of local government structures for natural resource management
Activity 2.2 Develop legislation and structures for its implementation
Activity 3.1 Identification of training needs
Activity 3.2 Elaboration and execution of a training programme
Activity 3.3 Develop and implement a Communications Strategy for Namga-Kokorou
Activity 4.1 Develop proposals to implement key elements of the MP to maintain the physical attributes of Namga-Kokorou and restore site integrity
Activity 5.1 Project Management
Activity 5.2 Project Monitoring and Evaluation

### Logical Framework – Nigeria – Hadejia Nguru Wetlands

Intervention Logic	Indicators of Performance	Means of Verification	Baseline	Status as of	Risks and Assumptions
Development Objective					
<b>Conservation and sustainable use of the Hadejia-Nguru critical site for migratory waterbirds.</b>					
Immediate Objective					
<b>Increasing local community involvement, awareness, and improving biodiversity research.</b>	An increase of 10% score in relevant sections of the PAMETT	PAMETT score			No climatic downturns/ natural disaster. Line Institutions co-operate and communities directly involved.
Outcomes					
<b>Outcome 1: Increased awareness of the importance of sustainable management of the wetlands and their natural resources among key decision makers and the wider public.</b>	Exit survey / visitor feedback  Functional visitor centre regularly implementing awareness activities  Number of articles in newspapers.	Visitor centre records  Demonstration project progress reports			Partners collaborate.
<b>Outcome 2 Active and management oriented research program</b>	Agreements with national / international institutions are established  Evidence of collaboration with line agencies concerned with ecotourism promotion.  Number of researches using the visitor centre  A series of locally relevant research studies (eg: ecotourism, control and use of typha)	Visitor records  Demonstration project progress reports and supporting documentation  Published studies / articles			Continued interest in research activities.  Line agencies are interested in promotion of ecotourism

Intervention Logic	Indicators of Performance	Means of Verification	Baseline	Status as of	Risks and Assumptions
<p><b>Outcome 3: Improving the area's suitability as both habitat for waterfowl and for floodplain crop production.</b></p>	<p>Invasive Typha on channels to the sites is reduced in extent by 30% (within the project focal areas) by end year 2</p> <p>Increase in the numbers of waterfowl and Egret species using Dagona and Pinjumu area, and the length of their stay there.</p> <p>Comparative winter count record of Palearctic migrant population in the area.</p>	<p>Monitoring report on Typha clearance programme (photos, etc)</p> <p>NCF records on waterfowl counts</p>			<p>Communities remain committed to Typha clearance.</p>
<p><b>ACTIVITIES</b></p>					
<p>1.0 upgrade and equip the HNW Conservation Centre  1.1 Prepare and disseminate Awareness Materials  1.2 Execute an annual training on identification and monitoring  1.3 Execute two stakeholder awareness/consultative workshops  1.4 Consultation, Advocacy and open Village meetings  2.1 <i>Establish a workplan between the principle line agencies involved in ecological research in the HNWs.</i>  2.2a Conduct PRAs with Communities around Project Area  2.2b Execute two Local capacity building workshops  2.5 Survey socio-economic indicators  3.1a Consult with partners and line institutions to develop <i>Typha</i> control action plan.,  3.1b Map <i>Typha</i> extent  3.1c Consultant Study <i>Typha</i> ecology  3.2a Develop Community-Based <i>Typha</i> control Action Plan  3.2b Consultative Workshop on <i>Typha</i> Control  3.3 Mobilise and Catalyse communities to execute plan  4.1 Establish Management systems &amp; structures  4.2 Monitor progress in project implementation  4.3 External mid-term and terminal project review</p>					

**Logical Framework diagram – Senegal / The Gambia – Saloum-Niumi**

<b>Intervention logic</b>	<b>Indicators of performance</b>	<b>Means of verification</b>	<b>Baseline</b>	<b>Status as of</b>	<b>Risks and assumptions</b>
<b>Development Objective: Conservation and sustainable use of the Sine-Saloum critical site for migratory waterbirds.</b>					
<b>Immediate Objective: Effective transboundary cooperation on key management issues, including increased community participation.</b>	<p>Saloum-Niumi Complex legally established as a transboundary reserve &amp; Ramsar / AEWA site.</p> <p>A 10% increase of PAMETT score by the end of the demonstration project.</p>	<p>Transboundary agreement National legislation &amp; international (Ramsar) convention ledgers.</p> <p>PAMETT prepared by park staff.</p>			Strong commitment by both countries and all involved partners.
<b>Outcome 1. Park staff cooperating on management and monitoring in the Saloum-Niumi Complex.</b>	<p>Joint transboundary management plan endorsed and being implemented.</p> <p>Programme of joint surveillance and bird monitoring work ongoing.</p>	<p>Annual protected area progress reports</p> <p>Surveillance reports &amp; bird breeding records.</p>			Political stability & bilateral goodwill. The Gambia government agrees to Ramsar ratification.
<b>Outcome 2. Improved participatory approach to conservation and sustainable use.</b>	<p>Relevant section of PAMETT increases by 5%</p> <p>Trained staff remain at the site.</p> <p>Community <i>ecogardes</i> remain available &amp; willing to participate in joint transboundary activities.</p>	<p>Course &amp; post-training evaluations and tests.</p> <p>Judgement of on-site situation through monitoring missions.</p> <p>Annual protected area reports</p>			

<b>Outcome 3. Awareness among key groups raised on the importance of transboundary cooperation for improved wetland management</b>	TV programmes, number of articles in newspapers, mention of site among high level officials	<b>WIAP to monitor. WOW project progress reports.</b>			Policy-makers remain in power / delegate work.
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<b>Activity 1.1</b> <i>Designate transboundary Ramsar Site</i>
<b>Activity 1.2</b> <i>Develop transboundary management plan</i>
<b>Activity 1.3</b> <i>Strengthen surveillance of breeding colonies</i>
<b>Activity 1.4</b> <i>Support park infrastructure</i>
<b>Activity 2.1</b> <i>Staff Capacity-building</i>
<b>Activity 2.2</b> <i>Community Capacity-building</i>
<b>Activity 3.1</b> <i>Awareness campaign (policy-makers)</i>
<b>Activity 3.2</b> <i>Promote sustainable use of natural resources</i>
<b>Activity 3.3</b> <i>Public awareness (of wetland values)</i>
<b>Activity 3.4</b> <i>Sub-regional workshop &amp; exchange programme</i>
<b>Activity 4.1</b> <i>Project management &amp; review</i>
<b>Activity 4.2</b> <i>Project monitoring &amp; evaluation</i>



### Logical Framework – South Africa – Wakkerstroom Wetlands

<b>Intervention logic.</b>	<b>Indicators of performance and targets</b>	<b>Means of verification.</b>	<b>Baseline</b>	<b>Status as of</b>	<b>Risks and assumptions.</b>
<b>Development objective:</b> Conservation and sustainable use of the Wakkerstroom Wetland critical site for migratory waterbirds					
<b>Immediate Objective.</b> 1 - improved and community-managed tourism facilities 2 – improved and community-managed educational facilities/improved habitat and protection status for Blue and Crowned cranes. 3 – improved habitats for AEWA and other waterbirds 4 – lessons learnt are disseminated	A 10% improvement in the biodiversity (numbers of waterbirds, species diversity) of the Wakkerstroom Wetland by project end.  Evidence of direct economic benefits flowing to all sections of the local community with an increasing trend during project implementation.	Revised wetland management guidelines and management reports.  Wakkerstroom wetland waterbird survey reports (current existing ongoing monitoring project).  Financial and other statements of community members benefiting. Jobs created.  Progress Reports			Economic and political sustainability in South Africa.  BirdLife South Africa’s Wakkerstroom Programme remains viable.
<b>Outcomes.</b>					

<p>1. More income from eco-tourism to local communities.</p>	<p>Evidence of an increasing trend in the number of tourists to the wetland, over the project period.</p> <p>Development of four new locally run ecotourism enterprises as a result of this project.</p> <p>An increase of 25% in the local income derived from tourism flowing to local communities compared to pre-project situation.</p>	<p>Records of Wakkerstroom centre. Tourism authority reports.</p> <p>Wakkerstroom financial and written reports.</p> <p>Local business registry (chamber of commerce?).</p> <p>Financial reports of local community enterprises. WOW demo project progress reports. Project reports of other projects in the area, i.e.: Working for Water, SACWAG, Guide-training.</p>			<p>South Africa is not affected by an overall decline in tourism trends</p> <p>External environmental (i.e. fire, floods, etc.) factors do not negatively affect the wetlands and its visitor infrastructure.</p>
<p>2. Significant increases in educational tourism.</p>	<p>At least 80 cranes regularly use the feeding site by the end of the project (currently 4 cranes).</p> <p>Numbers of tourists and educational groups visiting the feeding site increases by 50% compared to visits by the same in the year prior to completion, with a subsequent increasing trend.</p>	<p>Crane counts from BLSA centre.</p> <p>SACWAG crane programme reports.</p> <p>Records of Wakkerstroom centre / feeding site visitor reports. Tourism authority reports.</p> <p>WOW Demo project progress reports.</p>			<p>Behavioural or ecological factors do not prevent cranes from using the site.</p> <p>Ongoing good relations with South African Crane Working Group.</p>
<p>3. The numbers and diversity of waterbirds, including AEWAL listed species, occurring on and breeding at Wakkerstroom is</p>	<p>Stable (or increasing) numbers of waterbirds.</p>	<p>Annual waterbird counts in Wakkerstroom.</p> <p>Breeding records.</p> <p>Reports on</p>			

stable or increases.		biodiversity.			
4. Effective dissemination of project findings and lessons learnt	Number of requests for relevant information / publication(s) increases by 20% compared to the year before project implementation.  Visitors to the demo project website.	Records of Wakkerstroom centre. Tourism Authority reports. Web-site statistics, copies of publication distributed/sold.  Surveys of opinions before and after.  web-site statistics and/or printed materials.			South African Crane Working Group programme continues.

- Activity 1.1.** Construct a boardwalk in wetland.  
**Activity 1.2.** Development artificial wetland & photographic hide.  
**Activity 1.3.** Enhance existing hide with displays and features  
**Activity 1.4.** Build, fit and run interpretative centre.  
**Activity 1.5.** Develop and implement marketing plan.  
**Activity 1.6.** Develop regional birding map.  
**Activity 1.7.** Train 10 local guides in birding and wetlands.  
**Activity 1.8.** Build and run shop for local arts and crafts.  
**Activity 1.9** Develop arts and crafts industry to supply shop.  
**Activity 1.10.** Develop crane-carving industry.  
**Activity 1.11** Develop vegetable garden.  
**Activity 2.1.** Develop crane feeding site to attract wintering cranes.  
**Activity 2.2.** Produce wooden decoy cranes to attract cranes  
**Activity 2.5.** Implement crane outreach programme for local farm workers.  
**Activity 3.1.** Develop waterbird monitoring system.  
**Activity 3.2.** Manage habitats to maximise biodiversity.  
**Activity 3.3.** Create an island and floating platforms as waterbird areas  
**Activity 3.4.** Run local schools wetland and education programmes.  
**Activity 3.5.** Rehabilitate erosion damage.  
**Activity 4.1.** Document and make available information on projects.  
**Activity 5.1.** Creation of project team and steering committee.  
**Activity 5.2.** Supervision and financial administration of implementation.  
**Activity 5.3.** Reporting.

### Logical Framework – Tanzania - Dar es Salaam Wetlands

Intervention logic	Indicators of performance	Means of Verification	Baseline	Status as of	Risks and Assumptions
<p><b>Development Objective:</b> Conservation and sustainable use of the Dar Es Salaam Wetlands critical site for migratory waterbirds</p>					
<p><b>Immediate Objective</b> Changed attitude to waterbirds of key stakeholders and resource-users</p>	<ul style="list-style-type: none"> <li>The wetland demonstration centre is constructed and equipped in Dar es Salaam</li> <li>An increased understanding of wetlands conservation and migratory waterbird issues among visitors of the information centre</li> </ul>	<p>WOW demonstration project progress reports</p> <p>Visitor centre records</p> <p>Questionnaire to monitor visitor feedback</p>			Political situation favourable and, stable
<p><b>Outcome1:</b> Functioning wetlands demonstration centre.</p>	<ul style="list-style-type: none"> <li>Four-hectare plot acquired, in year one.</li> <li>The centre is constructed and equipped by year two according to an approved design.</li> </ul>	<p>Copy of deed</p> <p>Centre visits/photos</p> <p>WOW demo project progress reports</p>			Government authority will put more priority in birds and wetland conservation.
<p><b>Outcome 2:</b> Effective local capacity to manage a wetlands demonstration centre;</p>	<ul style="list-style-type: none"> <li>Personnel and education programme (approved by demo project Steering Committee) in place by year two.</li> <li>Evidence of positive visitor experience and feedback</li> </ul>	<p>ToRs for personnel.</p> <p>Course certificates</p> <p>Results of questionnaires</p>			The Dar es Salaam City Master plan and existing Land

<p><b>Outcome 3:</b> Increased level of awareness among decision makers, fisherfolk, farming communities and other organised groups at the site on wetland economic values, products, services and its biodiversity.</p> <p><b>OR</b></p> <p>Raised awareness and understanding (or changed attitudes to/ or changed behaviour related to...) of water birds amongst key stakeholders and resources users</p>	<ul style="list-style-type: none"> <li>Decision-makers and relevant authorities have embarked on development of a participatory cross-sectoral management plan for the Dar es Salaam wetland by the end of the project.</li> <li>Evidence of support from the local community for the preservation of important wetlands and coastal areas.</li> <li>New local and national legislation has been passed which helps protect wetland functions, services and values (New legislations have slow process, which may not be fulfilled with the project lifespan)</li> </ul>	<p>Reports/surveys</p> <p>Test results / post training capacity evaluation</p> <p>Financial audit of centre's administration</p> <p>Letters of support from local communities for legislation submitted in Parliament</p> <p>Evidence of WCST ability to support centre post project (ie: revenue generation or donor support)</p>			<p>legislation will not change</p> <p>Risk of having and keeping adequate professionals at national level</p>
<p><b>Outcome 4:</b> Sustainable funding strategy and plan for the Dar es Salaam Wetland Demonstration Centre is produced and implemented by year 3</p> <p><b>OR</b></p> <p>Realistic business strategy for long-term operations of wetlands demonstration centre</p>	<ul style="list-style-type: none"> <li>Evidence of centre activities being run by local stakeholders for 20% of the time by project end (therefore reducing core operational costs for WCST)</li> <li>Revenue generated from ecotourism services, events and hiring of meeting facilities contributes to the operation of the centre.</li> <li>Evidence that WCST is able to sustain the operation of the visitor centre after project end</li> </ul>				

<p><b>Activities:</b></p>
<p>1.1 Construct the centre in year 1</p>
<p>1.2 Equip the centre by first half of year 2</p>

<p>1.3 Operate the centre program fully in second half of year 2</p> <ul style="list-style-type: none"> <li>• Approve centre program in year 1</li> <li>• Recruited personnel from year 1 to year 2</li> <li>• Start full operation of centre program in year 2</li> </ul>
<p>2.1 Train project staff and WCST-affiliated eco-tourism group in the site (Site Support Group-SSG)</p> <ul style="list-style-type: none"> <li>• WCST focal officer for the project attend a short course in wetland ecology and bird migrations, as well as business management</li> <li>• Six tour guides of SSG attend short course in English and latter attend eco-tourism/tour guiding course</li> <li>• WCST staff and SSG members attend a training workshop on fundraising.</li> </ul>
<p>3.1 Organise two awareness and advocacy workshops, one in year 2 and other in year 3</p> <ul style="list-style-type: none"> <li>• A workshop on AEWA/Ramsar and wetlands values targeting mainly the site community and decision makers</li> <li>• A workshop on wetlands of Tanzania and their conservation</li> <li>• Follow up meetings for their impact annually.</li> </ul>
<p>3.2 Publicise the centre from year 2 onwards</p> <ul style="list-style-type: none"> <li>• Official launch of the centre in year 2</li> <li>• Produce and up-date regularly centre information brochure</li> <li>• Produce or acquire educational materials, collect research findings from other sources and put them in the centre for people to read.</li> <li>• Hold quarterly public talks on wetlands/biodiversity in the centre.</li> </ul>
<p>4.1 Fundraise for centre program through eco-tourism, fundraising events and developing funding proposals throughout the project life</p> <ul style="list-style-type: none"> <li>• Collaborate with the SSG to engage in eco-tourism</li> <li>• Hold one fundraising dinner and one charity film show</li> <li>• Use conference facilities in the centre to earn money</li> <li>• Hold consultations to develop a long-term funding strategy for the centre activities.</li> </ul>

### Logical Framework Matrix – Turkey – Lake Burdur

<b>Intervention Logic</b>	<b>Indicators of performance</b>	<b>Means of Verification</b>	<b>Baseline</b>	<b>Status as of</b>	<b>Risks and assumptions</b>
<b>Development Objective</b> Conservation and sustainable use of the Lake Burdur critical site for migratory waterbirds					
<b>Immediate Objective</b>					
To raise awareness among key local stakeholders on the socio-economic and ecological importance of Lake Burdur  <b>OR</b>  Changed attitudes and practices towards sustainability of use of Lake Burdur by key stakeholder groups	Evidence of endorsement by local authorities of the principles and participatory process towards the development of a Ramsar Management Plan  Evidence of an increased understanding of the importance of conserving Lake Burdur among residents surrounding the lake  An active and self-sustained network of 40 volunteers and 15 teachers is in place, regularly undertaking management activities	WOW demonstration project progress reports  Local authority written/formal statements, decrees or legislation  Comparison of the results of socio-economic survey and end of project assessment  Results of socio-economic surveys and regular waterbird census			Structural and political stability in Burdur  Local participation in the education and lake monitoring scheme is permanent
<b>Outcomes</b>					
1. Increased appreciation of ecological values amongst local school children;	60% of targeted school children demonstrate a satisfactory level of understanding of key environmental issue	Project progress reports  Environmental Education Programme			Continuous participation of the university students  Close relationship maintained with the local

	<p>related to Burdur Lake</p> <p>The education programme is being delivered, sustainably</p>	<p>Education Materials</p> <p>Nature Study Center Feasibility Study</p> <p>Test / assessment of targeted school children</p> <p>Agreements between Doga Dernegi and volunteer network(s)</p>			<p>governmental agencies</p>
<p>2. A locally owned, fully sustainable monitoring programme</p>	<p>Burdur Bird Watching Group established by the end of the project</p> <p>Strategy and parameters for a monitoring programme for Lake Burdur established by the end of the project.</p> <p>Digital infrastructure for housing monitoring data in use</p> <p>Evidence of increase in the use of Doga Dernegi's ecological library</p>	<p>Lake Monitoring Progress reports</p> <p>Demonstration project progress reports</p> <p>Mintues of meeting and workshop notes</p> <p>Monitoring Strategy</p> <p>Protocols with Mehmet University</p> <p>Visitor numbers of library</p>	-	-	<p>Regular data flow into the project coordination unit</p> <p>Close and continious interests of the candidates</p> <p>Political stability in Burdur</p>
<p>3. Engagement by local decision-makers to sustainable use of Lake Burdur resources</p>	<p>The trend in visitor numbers at Lake Burdur visitor centre</p> <p>20 articles and news-pieces on Lake Burdur carried by at least 5 different publications by the end of the project</p>	<p>Visitor records</p> <p>WOW demonstration project progress reports</p> <p>Media pieces (articles, TV, newspaper bulletin)</p> <p>General Turkish Birders'</p>			



	agreed process for Management Plan or Local Agenda 21 involving conservationists and local development planners	bulletin and e group Survey results			
4. A process is agreed and set in motion for the development of an integrated management plan for Lake Burdur based on Ramsar principles.	Results of socio-economic study contributes to the knowledge base for defining the structure and process of the Lake Burdur management plan  Evidence of endorsement by local authorities and all target groups of the principles and participatory process towards the development of a Ramsar Management Plan	Socio- economic study report  References of socio-economic report in relevant takeholder meetings  Approved process and timetable for developing a Ramsar Management Plan			Shared interests of key stakeholders

Activities
1.1 To develop an environmental education programme for delivery in primary schools around Lake Burdur.
1.2 Development of resources and activities to support the delivery of the environmental education programme.
1.3 Implementation of a pilot environmental education programme in local primary school
1.4 Development of a proposal for the establishment of a nature study centre for local schools around Lake Burdur.
2.1 Establish a network for the monitoring of Lake Burdur.
2.2 Develop a monitoring programme and its associated resources and infrastructure.
3.1 Develop and implement strategy for engagement of the media in awareness raising.
3.2 Targeted information dissemination and awareness raising to promote the importance of the lake and its sustainable use.
3.3 Lobbying of local users and stakeholders of the need for a Burdur Lake management plan.
3.4 Engagement and capacity building of Local Agenda 21 Groups
4.1. Carry out a socio-economic study to determine the relationship of Burdur inhabitants with the lake, its resources and the landscape

4.2. Carry out a review of existing short-medium-long term development plans of the area and make recommendations for their integration in the context of a management plan for Burdur lake
4.3. Prepare and agree a process for developing a management plan for Burdur lake
5.1 Creation of the project team
5.2 Project administration and implementation
5.3 Reporting and evaluation
5.4. Revision of project work plan with project partners with the participation of relevant stakeholders

**Revised logical framework diagram for demonstration project – Yemen – Aden Wetlands**

<b>Intervention</b>	<b>Indicator of performance</b>	<b>Means of verification</b>	<b>Baseline</b>	<b>Status as of</b>	<b>Risks &amp; assumptions</b>
<p><b>Development Objective:</b> Conservation and sustainable use of the Aden Wetlands critical site for migratory waterbirds</p>					
<p><b>Immediate Objective:</b> Approaches to resource use and planning in Aden wetlands and surrounding areas are revised and made more sustainable</p>	<ul style="list-style-type: none"> <li>• Policies and practices of sectoral agencies and stakeholders reflect recognition of the need to conserve the biodiversity values of the Aden wetlands</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of key priorities set out in management plan</li> <li>• Work-plans and policies of ministries and government departments in Aden</li> <li>• Working practices and guidelines of stakeholder organisations</li> </ul>			<ul style="list-style-type: none"> <li>• Conflicts between different ministries, and between conservation and development, can be resolved</li> <li>• Stakeholders are in agreement with the aims and objectives of the management plan and are sufficiently responsive to amend their working practices.</li> </ul>
<b>Outcomes</b>					
<p>1. An integrated management plan for the Aden wetlands finalised (including by-laws and regulations) and under implementation by the Yemeni government</p>	<ul style="list-style-type: none"> <li>• The management plan is finalised, printed and distributed in 250 copies</li> <li>• Stipulations in the management plan are being reflected in the practices of relevant stakeholders</li> <li>• A Government decree is issued and implementation started for protecting Aden Wetlands, by end of Year 2.</li> </ul>	<ul style="list-style-type: none"> <li>• Formal adoption and initial steps for implementation of the management plan</li> <li>• Work-plans and policies of ministries and government departments in Aden municipality</li> <li>• The official Gazetteer of the Government of Yemen (or equivalent for local government bye-laws)</li> </ul>			<ul style="list-style-type: none"> <li>• Management plan is adopted by all (or vast majority of) stake- holders</li> <li>• The MP wins the necessary support from within government for this lengthy process to be completed during the lifetime of the project</li> </ul>
<p>2. Increased awareness of the importance of wetland and waterbird value and especially the</p>	<ul style="list-style-type: none"> <li>• By the end of the project at least 50% of government employees at</li> </ul>	<ul style="list-style-type: none"> <li>• Surveys of random samples</li> </ul>			<ul style="list-style-type: none"> <li>• Suitable materials (photographs) and skills (specialist wildlife TV</li> </ul>

Aden wetlands, in Yemen.	<p>Aden are able to give at least three reasons why the Aden wetlands are important</p> <ul style="list-style-type: none"> <li>• By the end of the project at least 30% of general public are able to give at least 2 reasons why it is important to conserve the Aden wetlands and their biodiversity</li> </ul>				photographer) are available
3. The Aden Lagoons are integrated into the national biodiversity action plan.	<ul style="list-style-type: none"> <li>• The Aden Wetlands are mentioned specifically in the NBAP</li> <li>• The wetland management plan is integrated into other land use/development plans for Aden</li> </ul>	<ul style="list-style-type: none"> <li>• NBAP (document)</li> <li>• Management Plan for Aden (document)</li> </ul>			<ul style="list-style-type: none"> <li>• World Bank funding of MP for Aden goes ahead</li> </ul>
4. Funds for the implementation of the management plan raised by the end of the demonstration project.	<ul style="list-style-type: none"> <li>• Letters of commitment from donors, or signed contracts/funding agreements.</li> </ul>	<ul style="list-style-type: none"> <li>• Copies of contracts/letters</li> </ul>			<ul style="list-style-type: none"> <li>• Donors are supportive of measures to conserve wetlands and biodiversity at Aden, and the political climate in Yemen continues to be favourable for international donor funding</li> </ul>
5. Smooth project execution and evaluation of success.	<ul style="list-style-type: none"> <li>• Terms of reference for all staff and the Project Advisory Committee completed within 3 months of the project starting</li> <li>• Project staff in position by 3 months into the project.</li> <li>• Regular periodic reports submitted to the Overall project coordinator</li> </ul>	<ul style="list-style-type: none"> <li>• Terms of reference document</li> <li>• Staff contracts</li> <li>• Progress and financial reports</li> </ul>			<ul style="list-style-type: none"> <li>• Suitable staff is recruited</li> </ul>

Activities:

- 1.1 Raise awareness on the importance of the site, management plan and planning process amongst local and national stakeholders.
- 1.2 Establish and run a stakeholder coordination committee.
- 1.3 Establish and populate a database for the implementation of the management plan and provide a baseline of information for monitoring and evaluation.
- 1.4 Compile a report on wetland management planning with particular focus on the Middle Eastern Region
- 1.5 Finalize the management plan including detailed plans for the restoration of the Aden Marshes
- 1.6 Secure the support for the management Plan by the government.
- 1.7 Publish and disseminate the management plan.
- 2.1 Prepare and execute an outreach educational programme for local communities.
- 2.2 Raise awareness on wetland and waterbird conservation nationally using the Aden Lagoons site and management plan as a context.
- 3.1 Lobbying of government and non-governmental organizations to include the Aden Lagoons site in local and national land use plans.
- 3.2 Consultations with the World Bank and Aden City authorities to integrate the Aden Lagoons management plan in the Aden City Master Plan.
- 4.1 Fund raising strategy development for the long-term implementation of the management plan.
- 4.2 Elaboration of the financial implications of the management plan's integration into the World Bank Aden City plan.
- 5.1 Creation of project team and steering committee.
- 5.2 Supervision and financial administration of implementation.
- 5.3 Reporting.