

Description of SRS Activities Funded by the GEF

Adapted from the project support document of the *UNEP/GEF "Wings Over Wetlands"*
Project "Enhancing Conservation of the Critical Network of Sites required by
Migratory Waterbirds on the African/Eurasian Flyways (AEWA)" – project no. 51210

1. ACTIVITIES SPECIFICALLY FUNDED BY UNEP-GEF THROUGH UNOPS, UNDER THIS MOA

Background

The UNEP-GEF African-Eurasian Flyways Project (ATLAS no. 51210) is implemented by UNEP (the project "Implementing Agency"), and is managed and administered by United Nations Office for Project Services (UNOPS - the project "Executing Agency"). Contracted organisations and consultants will carry out technical activities. Of these, Wetlands International (WI) is identified as the project "Senior Lead Contractor" sharing the majority of tasks with BirdLife International (BLI), also identified as the "Lead Contractor". The implementation of the project in will also be facilitated and coordinated through four Sub-Regional Subcontractors (SRS) at selected locations in:

1. Western Africa
2. Middle East
3. Eastern Africa and
4. Central Asia / Caucasus States.

The SRSs will represent these regions and in the case of Western Africa and Eastern Africa they will also represent Central Africa and Southern Africa respectively. The specific countries and territories included in these regions are:

Western (and Central) Africa

Western Africa: Benin, Burkina Faso, Cape Verde, Chad, Cote d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Mauritania, Niger, (Nigeria), Senegal, Sierra Leone, Togo.

Central Africa: Burundi, Cameroon, Central African Republic, Congo, Democratic Republic of the Congo, Equatorial Guinea, Gabon, Rwanda, Sao Tome and Principe.

Eastern (and Southern) Africa

Eastern Africa: Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan, Uganda, United Republic of Tanzania, Reunion, Mayotte.

Southern Africa: Angola, Ascension Island, Botswana, Comoros, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, St Helena, Swaziland, Zambia, Zimbabwe

Middle East

The Arabic speaking countries in the Middle East: *Bahrain, Iraq, Jordan, Kuwait, Lebanon, Oman, The Palestinian Territories, Qatar, Saudi Arabia, Syrian Arab Republic, UAE, Yemen.*

Central Asia and the Caucasus States:

Armenia, Azerbaijan, Georgia, Iran, Kazakhstan, Russian Federation, Turkmenistan, Uzbekistan.

The overall outcome of the UNDP-GEF African-Eurasian Flyways Project will be the enhanced conservation of migratory waterbirds and their critical sites in the African/Eurasian flyways. Activities will be strategic and catalytic addressing the flyway-scale causes of site degradation and related species decline. The network of sites of critical importance to migratory waterbirds will be identified and existing data / information resources improved and linked to create a tool for flyway planning and management. Sub-regional Training

and Awareness Raising Programmes will be developed in four sub-regions to provide the basis for individual and institutional capacity development. Best practice management will be catalysed through a number of demonstration projects showcasing approaches and techniques of how to implement an array of wetland management activities in different environmental and social contexts. Communications will be improved to enhance coordination and cooperation in the flyways between and within governments and NGOs.

Sub-Regional Subcontractors (SRSs)

A range of regional-scale project activities to be performed by each Sub-Regional Sub-contractor (SRS), are envisaged in the UNEP-GEF African-Eurasian Flyways Project Document (hereinafter referred to as “the Project Document”). The four SRSs are either (a) clearly pre-identified as such in the Project Document or (b) selected on the basis of the recommendation of the project Steering Committee. Full details of inputs to be provided by SRSs are provided in sections 6.1-6.3 of Annex 8I of the Project Document. In general terms, SRSs will be provided grant funding through UNOPS to carry out a range of tasks, described in the following section. The ratio of GEF funds and co-financing provided for each SRS is variable, and is specified in the project support document.

Each SRS will be responsible -within the framework of the UNEP-GEF African-Eurasian Flyways Project, and in consultation with the UNOPS and UNEP- to decide how best to service the project’s requirements under the present MOA with UNOPS (i.e. whether to meet them from existing organisational capacity or to further subcontract work).

The Project Document of the UNEP-GEF African-Eurasian Flyways Project no. 51210, and all its annexes, are therefore hereby expressly considered as an integral part of this description of project tasks for the SRSs.

A description of general tasks and responsibilities assigned to the SRSs in the framework of the WOW project is also hereby provided as Annex A.2.

The funding for the implementation of project activities by SRSs is provided by:

1. The GEF/UNEP (administered by UNOPS), and
2. Other co-financing (administered by Wetlands International).

The ratio of GEF funding versus co-financing provided for each of the four project SRSs is variable, and such amounts are clearly pre-defined in the project document.

This MOA

This MOA refers **only** to GEF/UNEP funds administered by UNOPS that will be provided to the West Africa SRS for the implementation of **selected project activities** at the sub-regional level in the West and Central Africa sub-region.

Annex A.2 of this MOA includes full details and description of all other SRS tasks as described in the project document, i.e. including those tasks to be funded by GEF as well as other (non-GEF), project co-financing. Therefore Annex A.2 to this MOA is therefore a necessary base for UNOPS to assess the performance of the SRS grantee. Within the scope of the MOA, reference to Annex A.2 is also intended to facilitate SRSs’ performance and reporting, in accordance with the overall project objectives and expected outcomes.

2. ACTIVITIES AND ASSOCIATED BUDGET

The portion of GEF funding to provided under this MOA to Wetlands International Africa Programme, (Dakar, Senegal) amounts to: **USD 17,600 (seventeen thousand and six hundred US dollars)**.

The above amount will support the performance of activities listed under Outcome 2.2 of the SRS general TOR (see Annex A.2 to this MOA).

The list of specific activities that will be supported with GEF funds (administered by UNOPS) under the present MOA is provided in Table 1 below, in association with the budget breakdown. The activities' corresponding reference number is linked to Annex A.2 of this MOA.

Table 1: Project financing by expenditure categories

Budget Category	Link to Project Activities	TOTAL GEF (US\$)	Notes
Personnel	2.2.1, 2.2.2, 2.2.3, 2.2.4	13,600	Contribution to the salary of the SRS Capacity Development Officer for year one (see also section 3, diagram 1)
Workshops and training	2.2.1, 2.2.2, 2.2.3, 2.2.4	4,000	Contributing to the informal workshops towards the set-up of Regional Training Boards
Total		17,600	

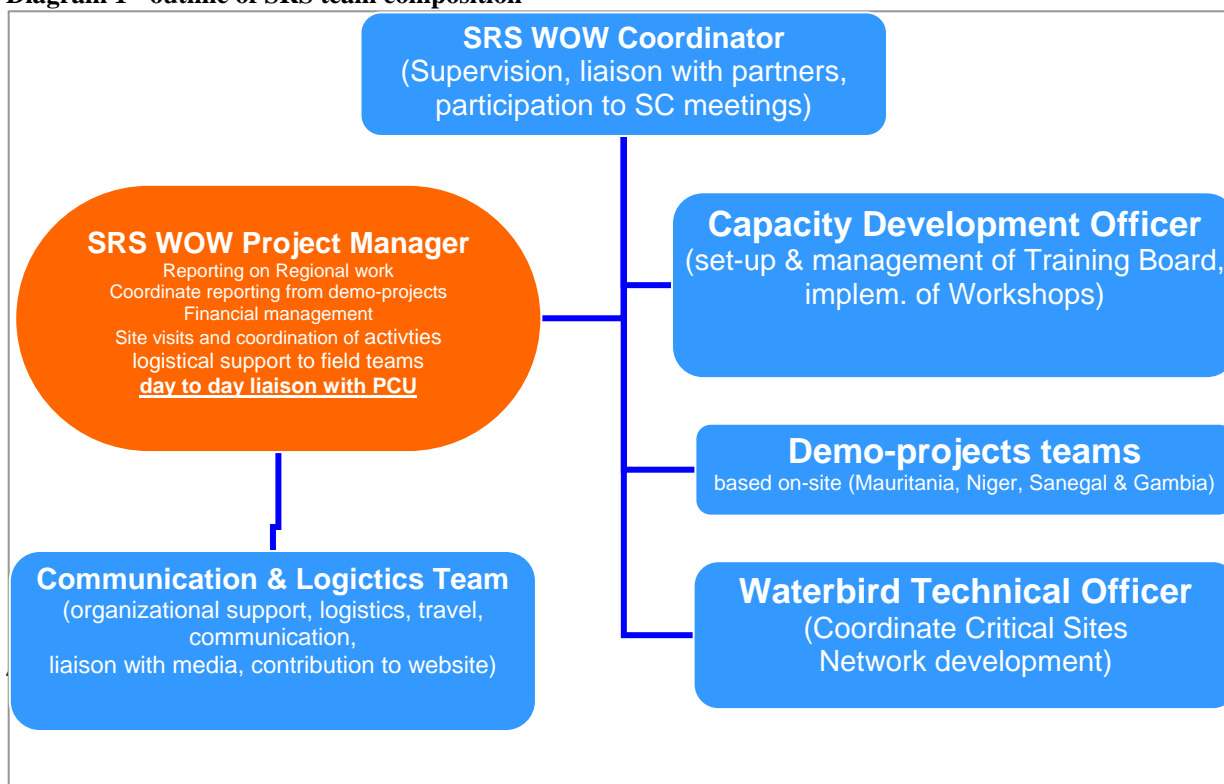
Table 2: Budget and Disbursement Projection

Budget Category	Link to Project Outcomes & Activities	TOTAL GEF	Year 1	
			semeste r 1	Semeste r 2
			GEF	GEF
Personnel		13,600	11,000	2,600
Workshops and training		4000	4,000	
Total		17,600	15,000	2,600

Additional project co-financing is to be provided to the SRS through a separate contract with Wetlands International as part of the Wings Over Wetlands Project. This co-financing will support the activities of the SRS in West and Central Africa and amounts to 179,512 US\$.

3. OUTLINE OF SRS TEAM COMPOSITION AND ORGANISATIONAL DIAGRAM

Diagram 1 - outline of SRS team composition



WETLANDS INTERNATIONAL AFRICA PROGRAMME

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5. REPORTING REQUIREMENTS FOR SUB-REGIONAL SUBCONTRACTORS

The Wetlands International Africa Programme will submit to UNOPS and Wetlands International periodical consolidated reports illustrating progress and expenditure of all SRS activities. The SRSs' reports will be structured in such a way so as to allow easy identification of activities funded by:

- (a) UNOPS (with GEF/UNEP financing through this MOA) and
- (b) Other donors (through Wetlands International).

In general, the SRS will be required to provide the following set of reports:

- (a) comprehensive *Final Report*. This report will be submitted to UNOPS. Approval thereof by UNOPS and UNEP will be the basis for the issuance of final payment by UNOPS to the SRS.
- (b) brief *Quarterly Progress Reports*. These will be submitted to Project Coordination Unit (PCU), and used internally to update UNOPS, UNEP, GEF and all project partners on progress, constraints, and mitigation measures taken with regards to all project activities conducted by the SRS.

(c) Bi-annual *Financial Statements* including invoices for technical services provided. To be provided as an integral part of (a)

All reports will be submitted to UNOPS and Wetlands International both electronically and in hard copy. An outline of the structure and content of each report is provided below and a template is attached to this MOA as Annex B.

5 A. REPORTING SCHEDULE & TEMPLATES

Consistently with the specific time-frame of this MOA with UNOPS, the SRS will submit one single progress/final report illustrating progress and achievements against the outcome and activities covered in this MOA (ref. table 1, section 2), as per schedule outlined below:

<u>MILESTONE</u>	<u>DEADLINE</u>	<u>(associated Report #)</u>
Upon contract signature	month 0	-
Final Report	month 6	1

The structure of the Progress and Final Report will reflect the structure and tables presented in this MOA (a template is provided in Annex B), and any additional information, tables, pictures, maps and diagrams may be included as report Annexes.

V b. Quarterly Progress Reports

The *Quarterly Progress Report* is meant to provide essential information to update all project partners on the status of the project. This report will be short and concise, and will be prepared using a table format with bullet points text (i.e. reflecting the structure of the project and the tables presented in this MOA, section IV, and the reporting template provided in Annex B). The tables and bullet point text will provide a summary of progress and achievements against all project activities, identifying any emerging constraints and suggested mitigation measures.

Framework and General Description of project sub-regional activities for Sub-regional Subcontractors (SRSs)

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NOTE: THE BROADER ACTIVITIES OF SUB-REGIONAL SUBCONTRACTORS DESCRIBED BELOW ARE DERIVED FROM THE PROJECT SUPPORT DOCUMENT AND ARE TO BE FINANCED BY A COMBINATION OF FUNDS FROM THE FOLLOWING SOURCES:

A. **GEF/UNEP: 17,600US\$** - PROVIDED TO THE WEST AND CENTRAL AFRICA SRS UNDER THIS MOA WITH UNOPS,

B. **Other NON-GEF: 179,512 US\$** - PROVIDED TO THE SRS BY WETLANDS INTERNATIONAL THROUGH OTHER CO-FINANCING SOURCES.

I. Background

The UNEP-GEF African-Eurasian Flyways Project (ATLAS no. 51210) is implemented by UNEP (the project "Implementing Agency"), and is managed and administered by United Nations Office for Project Services (UNOPS - the project "Executing Agency"). Contracted organisations and consultants will carry out technical activities. Of these, BirdLife International (BLI) is identified as the "Lead Contractor" sharing the majority of tasks with Wetlands International (WI) identified as the project "Senior Lead Contractor". The implementation of the project in will also be facilitated and coordinated through four Sub-Regional Subcontractors (SRS) at selected locations in:

5. Western Africa
6. Middle East
7. Eastern Africa and
8. Central Asia / Caucasus States.

The SRSs will represent these regions and in the case of Western Africa and Eastern Africa they will also represent Central Africa and Southern Africa respectively. The specific countries and territories included in these regions are:

Western (and Central) Africa

Western Africa: Benin, Burkina Faso, Cape Verde, Chad, Cote d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Mauritania, Niger, (Nigeria), Senegal, Sierra Leone, Togo.

Central Africa: Burundi, Cameroon, Central African Republic, Congo, Democratic Republic of the Congo, Equatorial Guinea, Gabon, Rwanda, Sao Tome and Principe.

Eastern (and Southern) Africa

Eastern Africa: Djibouti, Eritrea, Ethiopia, Kenya, Somalia, Sudan, Uganda, United Republic of Tanzania, Reunion, Mayotte.

Southern Africa: Angola, Ascension Island, Botswana, Comoros, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, St Helena, Swaziland, Zambia, Zimbabwe

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The Arabic speaking countries in the Middle East: *Bahrain, Iraq, Jordan, Kuwait, Lebanon, Oman, The Palestinian Territories, Qatar, Saudi Arabia, Syrian Arabic Republic, UAE, Yemen.*

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The overall outcome of the UNDP-GEF African-Eurasian Flyways Project will be the enhanced conservation of migratory waterbirds and their critical sites in the African/Eurasian flyways. Activities will be strategic and catalytic addressing the flyway-scale causes of site degradation and related species decline. The network of sites of critical importance to migratory waterbirds will be identified and existing data / information resources improved and linked to create a tool for flyway planning and management. Sub-regional Training and Awareness Raising Programmes will be developed in four sub-regions to provide the basis for individual and institutional capacity development. Best practice management will be catalysed through a number of demonstration projects showcasing approaches and techniques of how to implement an array of wetland management activities in different environmental and social contexts. Communications will be improved to enhance coordination and cooperation in the flyways between and within governments and NGOs.

II. Scope of Project

A range of regional-scale project activities are to be performed by each Sub-Regional Sub-contractor (SRS), are envisaged in the UNEP-GEF African-Eurasian Flyways Project Document (hereinafter referred to as “the Project Document”). The four SRSs are either (a) clearly pre-identified as such in the Project Document or (b) selected on the basis of the recommendation of the project Steering Committee (namely in the two cases of SRSs that were not pre-identified in the Project Document: Middle East and Central Asia sub-regions). Full details of inputs to be provided by SRSs are provided in sections 6.1-6.3 of Annex 8I of the Project Document. In general terms, SRSs will be provided grant funding through UNOPS to carry out a range of tasks, described in the following section. The ratio of GEF funds and co-financing provided for each SRS is variable, and is specified in the project support document.

Each SRS will be responsible -within the framework of the UNEP-GEF African-Eurasian Flyways Project, and in consultation with the PCU/UNOPS and UNEP- to decide how best to service the project’s requirements under the present MOA with UNOPS (i.e. whether to meet them from existing organisational capacity or to further subcontract work).

The Project Document of the UNEP-GEF African-Eurasian Flyways Project no. 51210, and all its annexes, are therefore hereby expressly considered as an integral part of this description of project tasks for the SRSs.

III. Tasks of sub-regional subcontractors (SRSs)

III.a General Tasks

Each Sub-Regional Subcontractor will have the capacity to provide staff to fill the following roles in the project:

- Sub-Regional Coordinator;
- Sub-Regional Waterbird Officer;
- Sub-regional Capacity Development Officer;

- Sub-regional Logistics Officer;
- Sub-regional Communications/Publicity Officer.

These positions will not necessarily be full-time and may either be drawn from existing staff or from secondment from other existing sub-regional stakeholder organisations.

Sub-Regional Subcontractors will have the dual role of ensuring GEF project activities are implemented and coordinated in the sub-regions and to help develop capacity within sub-regions to enable the resulting raised baseline training / awareness raising, coordination and communications capacity to continue post-project. The responsibility for continued execution of their roles post-project will be decided by sub-regional stakeholders through the Sub-Regional Training Board and the Project Steering Committee.

Their specific responsibilities are to:

- Coordinate and execute all sub-regional project technical activities as specified under all project components (see Table 1 below for specific details of responsibilities);
- Report technical progress to the Sub-Regional Training Boards and the WOW Project Coordination Unit;
- Help to ensure value is added to demonstration projects being implemented in their sub-regions by assisting their integration into the sub-regional Training and Awareness Programmes (Component 2) and communications activities (Component 3). The specific responsibilities of Sub-Regional Subcontractors to demonstration projects are:
 - West Africa Sub-Regional Subcontractor: Senegal/Gambia, Mauritania, Niger (and including Nigeria in coordination with the East Africa SRS);
 - East Africa Sub-Regional Subcontractor: Tanzania, South Africa and Nigeria (in coordination with the West Africa SRS);
 - Middle East Sub-Regional Subcontractor: Yemen.
- Report financial expenditure and administrative matters to UNOPS via the PCU;
- If required by the Sub-Regional Training Board, to develop sub-regional capacity to continue their role post project in the implementation of the Training and Awareness Raising Programmes;
- Establish the Sub-Regional Training Board with assistance from the PCU;
- Coordinate the activities of Sub-Regional Training Board.

III.b Establishment and Management of Sub-Regional Training Boards

Sub-Regional Training Boards representing the main stakeholders within each sub-region will be established by each SRS, with support by the PCU and BLI, WI, to oversee development of the Training and Awareness Raising Programme for each sub-region under Component 2. The sub-regional capacity development officer will identify likely candidates through consultation in each region and approach them to join. Each member agency will be asked to commit themselves to the development of the programmes and to help establish and sustain the Programmes once implemented. The board will be Chaired by a government agency active in wetland and waterbird training in the sub-region.

These four Sub-Regional Training Boards will meet for specific reasons:

- To oversee the development of the Training and Awareness raising Programmes;
- To review and approve the working sub-regional Training and Awareness Raising Programme;
- To work with Project sub-regional Subcontractors, the PCU and the Project lead contractors (WI and BLI) to mobilise resources for Programme implementation.

It is envisaged that following the inception of the Training and Awareness Raising Programmes in each sub-region, the Training Boards will continue to have a role. This would include:

- Monitoring Training and Awareness Raising Programme progress;
- Evaluating the Training and Awareness Raising Programme's success.

The Sub-Regional Training Boards will be practical fora for assuring quality and relevance of the Sub-regional Training and Awareness Raising Programmes.

The Sub-Regional Training Boards will be organised and chaired by the Sub-Regional Capacity Development Officer of each SRS.

The following list outlines the composition of the Sub-Regional Training Boards. Members will be selected to take part on the basis of their expertise in training and awareness raising (the total number of members will be no more than 12):

- A minimum of four governments active in provision of training and / or awareness raising in the sub-region;
- A maximum of four other international/national NGOs active in provision of training and / or awareness raising in the sub-region;
- The Ramsar Convention;
- UNEP/AEWA Secretariat;
- WI;
- BLI;

In order to fulfil their duties, the SRSs will be responsible to ensure that Training Boards will meet once a year in the respective sub-regions, preceding Project Steering Committee meetings.

In between annual meetings, the Sub-Regional Training Boards will be provided with technical reports on the Programme and will be expected to keep the Sub-Regional Subcontractors informed of developments in the member's respective organisations that are relevant to the project (i.e. where there may be potential overlap / synergy) via email.

III.c Specific Tasks, Outputs and Milestones

Specific responsibilities of the Sub-regional Subcontractor include:

- Coordinate and execute all sub-regional project technical activities as specified under all project components (see Table 1). In this context the Sub-regional Subcontractor responsible for the following tasks in particular:
 - Lead consultation with experts in the region on the draft of the critical site network;
 - Provide regional input into the development and implementation of a communication plan for publicising the network of critical sites as a tool for conservation;
 - Lead sub-regional consultation on identifying and prioritising areas for filling gaps in spatial coverage of IBAs and IWC sites;
 - Mobilise and compile existing information in the sub-region on areas not yet included into the IBA and IWC schemes;
 - Organise regional workshops on gap-filling;
 - Increase and focus efforts of existing IWC and IBA networks in the sub-region to fill gaps;

- Coordinate additional targeted censuses to cover and fill gaps in collaboration with project partners;
- Organise sub-regional Workshops to implement integrated monitoring;
- Coordinate surveys lead by experts to train on (integration of) monitoring activities;
- Provide input into compiling existing ecological knowledge on species' migratory characteristics, site function and population delimitation within the sub-region;
- Produce draft Sub-regional Training and Awareness Raising Programme models for consultation;
- Organise Training and Awareness Raising Programme Review Workshops & prioritisation of courses;
- Prepare final draft for approval by Training Boards;
- Publish & print the Sub-regional Training and Awareness Raising Programme;
- Hold awareness-raising meetings to publicise & introduce the Training and Awareness Raising Programme;
- Provide input into mobilising resources outside the sub-regions for the implementation of the Sub-regional Training and Awareness Raising Programme;
- Mobilise resources from within the sub-regions for the implementation of the Sub-regional Training and Awareness Raising Programme;
- Promote the Intranet communication facility in the Sub-region;
- Plan and implement data collection activities for contact database within the Sub-region;
- Disseminate project information in the Sub-region;
- Assist exchanges of key sites personnel within the sub-region;
- Organise exchanges of demonstration sites personnel within the sub-region;
- Promote strategic partnership with other organisations within the sub-region;
- Develop strategic partnership proposals;
- Have its project staff participating in shadowing activities with the AEWA and the Ramsar Secretariats.

Table 1 is adapted from Annex 8-I, section 6, of the Project Document, and outlines the specific responsibilities of SRSs **in relation to each project activity**, as well as with respect **to the role of other key project partners and other main contractors**, including: The Project Coordination Unit (PCU), Wetlands International (WI), The UNEP-World Conservation Monitoring Centre (WCMC), the UNEP - African Eurasian Waterbirds Agreement Secretariat (AEWA), the Secretariat of the Ramsar Convention. The present Statement of Works reflects the foreseen role of SRSs in the framework of the project, and takes into account the following important factors:

(a) in most cases the role of SRSs is closely interlinked with the contribution of other project partners and contractors (i.e. WI, BLI, WCMC, AEWA, Ramsar Convention, demonstration projects, etc.);

(b) SRSs, as a pre-selected contractors of the project, will be responsible for the implementation of some project activities, and will be sharing such responsibility with the Senior Lead Contractors on most project activities, (see Table 1);

(d) the present description refers to the performance of tasks funded under the present MOA between UNOPS and each SRS. However it is hereby recognised that actual delivery of project expected outputs is also dependent to a variable degree on the availability of co-financing, as outlined in the project document. Therefore the performance of the contractor should always be assessed taking this important factor into consideration.

Therefore, Table 1 aims at clarifying SRSs' role in the framework of the project and against all project components, expected outcomes and activities (i.e. including those activities that are not SRS's primary responsibility).

TABLE 1 – SUMMARY OF SUB-REGIONAL SUBCONTRACTORS' (SRSs) TASKS WITHIN THE FRAMEWORK OF THE UNEP/GEF AFRICAN-EURASIAN FLYWAYS PROJECT

Legend: abbreviations of project structures/organisations/positions	
AEWA	UNEP/AEWA Secretariat
BLI	BirdLife International
CO	Communications Officer (based in AEWA)
CTA	Chief Technical Advisor
PCU	Project Coordination Unit
PSC	Project Steering Committee
SRS	Sub-Regional Subcontractor
WCMC	UNEP-World Conservation Monitoring Centre
WI	Wetlands International

Component 1: Establishment of a fundamental tool to assist planning and management in flyway conservation.

ACTIVITIES	Parties Reponsible Primary: bold Secondary: <i>italics</i>	Description of roles / Responsibilities
Outcome 1.1. 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.		
Activity 1: Establishment of inter-operability between the main data-sources.		
WI issues a subcontract/MOA with WCMC (as a pre-selected sub-contractor, also identified in the Project Document) for the provision of technical advisory services towards the implementation of this component	WI	WI, as the senior lead contractor will be primarily responsible for this task. WCMC is hereafter indicated in brackets as it is to be sub-contracted by WI. WI therefore is also primarily responsible for the implementation of WCMC's tasks. (leadership: WI)
Develop and map quality standards for databases	WI/(WCMC), BLI	WI, as the senior lead contractor will be primarily responsible for this task. BLI, as a lead contractor will be responsible to assist WI. Activities to be implemented jointly between WI/WCMC and BLI technical teams. (leadership: WI)
Integrate standards, test	WI/(WCMC), BLI	
Implement interoperability	WI/(WCMC), BLI	
Activity 2. Collection of spatial site reference data as a basis for database linkage in the site network		
Map available data, gather new data	WI/(WCMC), BLI	WI, as the senior lead contractor will be primarily responsible for this task. BLI, as a lead contractor will be responsible to assist
Digitise information	WI/(WCMC)	
Make spatial info accessible	WI/(WCMC), BLI	

ACTIVITIES	Parties Responsible Primary: bold Secondary: <i>italics</i>	Description of roles / Responsibilities
		WI. Activities to be implemented jointly between WI/WCMC and BLI technical teams (leadership: WI)
Activity 3. Creation of the basis of the site network by linking the main data resources.		
Link data sources by coordinates	<i>WI(WCMC), BLI</i>	WI, as the senior lead contractor will be primarily responsible for this task. BLI, as a lead contractor will be responsible to assist WI. Activities to be implemented jointly between WI/WCMC and BLI technical teams. (leadership: WI)
Link data sources by boundaries	<i>WI(WCMC), BLI</i>	
Analyse combined datasets	<i>WI(WCMC), BLI</i>	
Activity 4. Development of a web-based portal to integrate the data from the main data sources, to display the network of critical sites to users via the Internet and to link into data on ecological requirements of species, site use and management advice.		
Develop plan for web based portal in consultation with custodians	<i>WI(WCMC)</i>	WI, as the senior lead contractor will be primarily responsible for this task. BLI, as a lead contractor will be responsible to assist WI. Activities to be implemented jointly between WI/WCMC and BLI technical teams. (leadership: WI)
Programming of portal application, testing	<i>WI/WCMC</i>	
Adapt databases for portal-linking	<i>WI(WCMC), BLI</i>	
Activity 5. Compile the network of critical sites using Ramsar and IBA criteria.		
Review and apply criteria on datasets	<i>WI, BLI</i>	WI, as the senior lead contractor will be primarily responsible for this task. BLI, as a lead contractor will be responsible to assist WI. Activities to be implemented jointly between WI and BLI technical teams, in close collaboration with Sub-regional Subcontractors (SRSs) . (leadership: WI)
Analyse resulting site network	<i>WI, BLI</i>	
Consult experts in region on results	<i>WI, BLI, SRSs</i>	
Activity 6. Publication of the network of critical sites on CD ROM, in printed format (as a static document), and launch of the dynamic and interactive version on the internet		
Compiling results of act. 1.5 into publication	<i>WI(WCMC), BLI</i>	WI, as the senior lead contractor will be primarily responsible for this task. BLI, as a lead contractor will be responsible to assist WI. Activities to be implemented jointly between WI and BLI technical teams, in collaboration with SRSs . (leadership: WI)
Edit and publish network	<i>WI, BLI</i>	
Launch portal	<i>WI(WCMC), BLI, SRSs</i>	

ACTIVITIES	Parties Reponsible Primary: bold Secondary: <i>italics</i>	Description of roles / Responsibilities
Activity 7. Raise awareness amongst practitioners, and train them in the use of the network of critical sites.		
Disseminate concept of critical site network at appropriate occasions like conferences, meetings, workshops (active participation to raise awareness)	<i>WI/(WCMC), BLI, SRSSs</i>	WI, as the senior lead contractor will be primarily responsible for this task. BLI, as a lead contractor will be responsible to assist WI. Activities to be implemented jointly between WI and BLI technical teams, and CTA in close collaboration with SRSSs. (leadership: WI)
Activity 8. Promote the network of critical sites as a conservation tool.		
Develop communication plan for publicising the network of critical sites as a tool for conservation	<i>WI/(WCMC), BLI, SRSSs</i>	WI, as the senior lead contractor will be primarily responsible for this task. BLI, as a lead contractor will be responsible to assist WI. Activities to be implemented jointly between WI and BLI technical teams in collaboration with SRSSs. (leadership: WI)
Implement communication of network tool	<i>WI/(WCMC), BLI, SRSSs</i>	
Activity 9. Production of a publication to raise awareness of key issues in the flyway using the network as the basis.		
Compile awareness publication	<i>WI, BLI</i>	WI, as the senior lead contractor will be primarily responsible for this task. BLI, as a lead contractor will be responsible to assist WI. Activities to be implemented jointly between WI and BLI technical teams. SRSSs will assist in the translation, distribution of the publication at sub-regional level. (leadership: WI)
Produce and distribute publication	<i>WI, BLI, SRSSs</i>	

ACTIVITIES	ORGANISATION/PROJECT STRUCTURE RESPONSIBILITY	Notes
Outcome1.2. Primary data resources that underpin flyway conservation, planning and management activities enhanced to include all critically important sites in the AEWA region.		
Activity 1. Identify gaps in spatial coverage and mobilise existing information.		
Map coverage of databases	<i>WI, BLI</i>	WI, as the senior lead contractor will be primarily responsible for this task. BLI, as a lead contractor will be responsible to assist WI. Activities to be implemented jointly between WI and BLI technical teams in collaboration with SRSSs.
Sub-regional check of coverage	<i>WI, BLI, SRSSs</i>	
Compile existing information through sub-regions	<i>WI, BLI, SRSSs</i>	
Organise regional workshops	<i>WI, BLI, SRSSs</i>	

ACTIVITIES	ORGANISATION/PROJECT STRUCTURE RESPONSIBILITY	Notes
		(leadership: WI)
Activity 2. Fill the information gaps in the data sources.		
Increase and focus sub-regional coordination of IWC and IBA to fill gaps	WI, <i>BLI</i> , <i>SRSSs</i>	WI, as the senior lead contractor will be primarily responsible for this task. BLI, as a lead contractor will be responsible to assist WI. Activities to be implemented jointly between WI and BL technical teams in close collaboration with SRSSs. (leadership: WI)
Perform additional targeted censuses to cover and fill gaps	WI, <i>BLI</i> , <i>SRSSs</i>	
Organise sub-regional workshops (same workshops as under act 1 of outcome1.2, above)	WI, <i>BLI</i> , <i>SRSSs</i>	

ACTIVITIES	Parties Reponsible Primary: bold Secondary: <i>italics</i>	Description of roles / Responsibilities
Outcome 1.3. 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.		
Activity 1. Harmonizing and strengthening data gathering capacity, thus ensuring better compatibility between and sustainability of monitoring networks.		
Map and analyse overlap and differences in monitoring activities between IWC and IBA and Wetland Inventories	WI, <i>BLI</i>	WI, as the senior lead contractor will be primarily responsible for this task. BLI, as a lead contractor will be responsible to assist WI. Activities to be implemented jointly between WI and BL technical teams in collaboration with SRSSs. (leadership: WI)
Develop input for manuals on streamlining and integrating monitoring activities	WI, <i>BLI</i> , <i>SRSSs</i>	
Sub-regional Workshops to implement integrated monitoring	WI, <i>BLI</i> , <i>SRSSs</i>	
Activity 2. Strengthening capacity for data gathering and monitoring.		
Print and provide monitoring manuals	WI, <i>BLI</i>	WI, as the senior lead contractor will be primarily responsible for this task. BLI, as a lead contractor will be responsible to assist WI. Activities to be implemented jointly between WI (also with <i>ad-hoc</i> consultants to sub-contracted by WI) and BLI technical teams, in collaboration with SRSSs. (leadership: WI)
Experts to lead surveys to train on (integration of) monitoring activities	WI(consultants), <i>BLI</i> , <i>SRSSs</i>	
Sub-regional training censuses	WI, <i>BLI</i> , <i>SRSSs</i>	
Activity 3. Provide materials and equipment to facilitate and assist the training and data collection.		
Develop, print and provide field guide in Russian	WI(consultants), <i>BLI</i> , <i>SRSS</i> <i>Central Asia</i>	WI, as the senior lead contractor will be primarily responsible for this task. Activities to be implemented jointly between WI (also with <i>ad-hoc</i> consultants to sub-contracted by WI) and BLI technical teams in collaboration with the
Provide optical and other equipment	WI, <i>BLI</i> , <i>SRSSs</i>	

ACTIVITIES	Parties Reponsible Primary: bold Secondary: <i>italics</i>	Description of roles / Responsibilities
		SRS team for Central Asia. (leadership: WI)

ACTIVITIES	Parties Reponsible Primary: bold Secondary: <i>italics</i>	Description of roles / Responsibilities
Outcome 1.4. Species and critical site knowledge base supports management and planning decision-making in flyway conservation		
Activity 1. Compile existing ecological knowledge on species' migratory characteristics, site function and population delimitation.		
Subcontract expert (consultant) to compile review of knowledge	WI, <i>BLI</i>	WI will be responsible to develop TOR, sub-contract an individual consultant, and ensure delivery of expected outputs. BLI and PCU to assist WI in TOR development, consultant identification and recruitment
Consultation of network and literature	WI(consultant)	WI consultant
Compile overview existing ecological knowledge and identify gaps in knowledge	WI(consultant), <i>BLI, SRSs</i>	WI, as the senior lead contractor will be primarily responsible for this task. WI and BLI senior staff will be responsible for this task in collaboration with SRSs , on the basis of the consultant's key outputs.
Activity 2. Facilitate research to cover the gaps in knowledge of the use of sites by migratory waterbirds and of population limitation		
Make available 'seed money' to help develop proposals to obtain funding for research to fill the gaps in knowledge	WI, <i>BLI, SRSs</i>	No GEF funds allocated for this specific task. This will be implemented by WI in collaboration with SRSs , with assistance from BLI and entirely through project co-financing

Component 2: Establishing a basis for strengthening decision-making and technical capacity for wetland and migratory waterbird conservation.

ACTIVITIES	Parties Reponsible Primary: bold Secondary: <i>italics</i>	Description of roles / Responsibilities
Outcome 2.1. Transferable model Training and Awareness Raising Programme framework produced for developing wetland and waterbird conservation capacity.		
Activity 1 Develop a working draft of the model Training and Awareness Raising Programme		
Develop the draft Programme	WI (<i>consultant</i>)	WI, as the senior lead contractor will be primarily responsible for this task. WI may sub-contract an external consultant for this task, and will work closely

ACTIVITIES	Parties Reponsible Primary: bold Secondary: <i>italics</i>	Description of roles / Responsibilities
		with the Training Boards to be set up by SRSs at sub-regional level.
Series of meetings with key training institutes	WI, SRSs	WI, as the senior lead contractor will be primarily responsible for this task, and will operate in close collaboration with SRSs.
Translate, print & distribute first draft model	WI, SRSs	
Activity 2 Training and Awareness Raising Programme Development Workshop		
Plan workshop	WI, <i>PCU</i>	WI, as the senior lead contractor will be primarily responsible for this task. The PCU to assist WI and SRSs in the implementation of this activity.
Hold Development Workshop	WI, <i>PCU</i> , SRSs	
Activity 3 Draft the first full version of the model programme		
Draft first full version of model	WI (<i>consultant</i>)	WI, as the senior lead contractor will be primarily responsible for this task. WI may sub-contract an external consultant for this task.
Activity 4 Review of the programme model draft		
Perform external review of training and awareness model	WI, <i>PCU</i> , SRSs	WI, as the senior lead contractor will be primarily responsible for this task. WI will perform the review with assistance from selected consultant and CTA and SRSs Capacity Development teams
Conduct a full review of the model programme	WI, <i>PSC (sub-group)</i> , <i>PCU</i> , SRSs	WI, as the senior lead contractor will be primarily responsible for this task. An external sub-group nominated by the Project Steering Committee will be assisted by WI, SRSs and CTA on this task.
Activity 5 Finalise the programme model		
Prepare the final version of the programme model	WI	WI, as the senior lead contractor will be primarily responsible for this task. WI Capacity Development team at WI headquarters
Translate & print final model, and distribute to contributing partners / networks and to project sub-regional centres for wide dissemination	WI, <i>PCU</i> , SRSs	WI, as the senior lead contractor will be primarily responsible for this task. WI in collaboration with the PCU and all sub-regional subcontractors (SRSs).

ACTIVITIES	Parties Reponsible Primary: bold Secondary: <i>italics</i>	Description of roles / Responsibilities
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ACTIVITIES	Parties Reponsible Primary: bold Secondary: <i>italics</i>	Description of roles / Responsibilities
Outcome 2.2: Wetland and waterbird conservation Training and Awareness Raising Programmes produced ready for implementation in four sub-regions.		
Activity 1 Establish 4 Sub-regional Training Boards		
Informal meetings in sub-region to establish board	SRSs, <i>WI, BLI</i>	Sub-regional sub-contractors will be primarily responsible for the implementation of this activity, under the technical leadership and supervision of WI. Both WI and BLI will provide technical assistance and supervision to SRSs towards the implementation of this task.
Organise & hold training boards meetings		
Meeting reports		
Activity 2 Design and establish 4 Sub-regional Training & Awareness Programmes		
Produce draft Training and Awareness Raising Programme models for consultation	<i>WI, SRS, BLI</i>	WI will be primarily responsible for the implementation of this activity, and will provide technical leadership and supervision to the Sub-regional sub-contractors (SRSs) . Both WI and BLI will provide technical assistance and supervision to SRSs towards the implementation of this task.
Training and Awareness Raising Programme Review Workshops & prioritisation of courses	<i>WI, SRS, BLI</i>	
Activity 3 Finalise 4 Sub-regional Training & Awareness Programmes		
Prepare final draft for approval by Training Boards	<i>WI, SRS, BLI</i>	WI will be primarily responsible for the implementation of this activity, and will provide technical leadership and supervision to the Sub-regional sub-contractors (SRSs). Both WI and BLI will provide technical assistance and supervision to SRSs towards the implementation of this task. WI will be responsible to coordinate the print & publish the Training Programme.
Publish & print the Training and Awareness Raising Programme	WI	
Hold awareness-raising meetings to publicise & introduce the Training and Awareness Raising Programme	<i>SRSs, WI, BLI</i>	
Activity 4 Mobilise resources for the implementation of the sub-regional training and awareness raising programmes		
Mobilise resources outside the sub-regions	<i>WI, BLI, AEWA, Ramsar, PCU</i>	WI will be primarily responsible to mobilise additional resources required to implement the training programme. BLI AEWA, Ramsar C. and PCU to assist all project partners in developing

ACTIVITIES	Parties Reponsible Primary: bold Secondary: <i>italics</i>	Description of roles / Responsibilities
		proposals for resource mobilization.
Mobilise resources from within the sub-regions	SRSs , <i>WI, BLI</i>	SRS will be primarily responsible to mobilize the additional resources required to implement the training programme. SRSs will work in close collaboration with WI, BLI and PCU

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

ACTIVITIES	Parties Reponsible Primary: bold Secondary: <i>italics</i>	Description of roles / Responsibilities
Outcome 3.1: Demonstrations of best practice management of migratory waterbirds and wetlands available across the flyway.		
Activity 1 Execution of demonstration projects		
Haapsalu-Nooarotsi Bay, Estonia	<i>WI</i> (SRS) and the local executing agency (see Annex G)	Local executing agencies of each demonstration project are contracted separately by UNOPS through grants/MOAs. See Annex G of Project Document, and subsequent MOAs between UNOPS and each Demonstration project, for details on each site's demonstration project. WI and BLI to assist and work closely with the PCU to liaise with local executing agencies, supervise and oversee the implementation of all demonstration projects. SRSs will also play a facilitating and coordination role at sub-regional level to support the implementation of the demo projects in their respective sub-regions.
Biharugra's Ponds, Hungary	<i>BLI</i> (SRS) and the local executing agency (see Annex G)	
Nemunas Delta, Lithuania	<i>WI</i> (SRS) and the local executing agency (see Annex G)	
Banc D'Arguin, Mauritania	<i>WI</i> (SRS) and the local executing agency (see Annex G)	
Kokorou and Namga, Niger	<i>WI</i> (SRS) and the local executing agency (see Annex G)	
Hadejia Nguru Wetlands, Nigeria	<i>BLI</i> (SRS) and the local executing agency (see Annex G)	
Saloum/Niumi, Senegal/Gambia	<i>WI</i> (SRS) and the local executing agency (see Annex G)	
Wakkerstroom, South Africa	<i>BLI</i> (SRS) and the local executing agency (see Annex G)	
Dar es Salaam Wetlands, Tanzania	<i>BLI</i> (SRS) and the local executing agency (see Annex G)	
Lake Burdur, Turkey	<i>BLI</i> (SRS) and the local executing agency (see Annex G)	
Aden Lagoons, Yemen	<i>BLI</i> (SRS) and the local executing agency (see Annex G)	
Activity 2 Publication of a book summarising the lessons learned from the demonstration project activities. - no GEF funds allocated for this specific task.		
Consultant contracted and structure for the book worked out	<i>WI, PCU</i>	WI is primarily responsible for this activity and will identify and recruit a consultant with assistance from PCU

ACTIVITIES	Parties Reponsible Primary: bold Secondary: <i>italics</i>	Description of roles / Responsibilities
Demonstration projects contribute information for book	WI (consultant), <i>BLI, PCU</i>	The WI consultant will liaise with WI, BLI and PCU to gather all necessary information for the book
Consultant compiles and edits the book	WI (consultant)	WI primarily responsible to oversee and assist Consultant's work, with support from the PCU
Book reviewed	WI, <i>PSC, PCU</i>	WI to submit book for PCU and PSC review/comments
Book finalised	WI (consultant)	WI will supervise the Consultant on this task
Book printed, publicised and disseminated	WI, <i>PCU</i>	WI will be primarily responsible for the identification of adequate additional budget for printing, and implementation of this activity. PCU may assist in developing funding proposals.

ACTIVITIES	Parties Reponsible Primary: bold Secondary: <i>italics</i>	Description of roles / Responsibilities
Outcome 3.2. Strengthened mechanisms for governments and NGOs to communicate and work together on wise use of wetlands and migratory waterbirds		
Activity 1 Increase capacity for electronic exchange of information		
Creation of project web area in the AEWA web-site	PCU, <i>AEWA CO, WI, BLI</i>	The PCU and Communication Officer (CO) located in the AEWA will be primarily responsible for this activity. WI and BLI will provide assistance to PCU and AEWA CO towards the implementation of this task.
Creation of an intranet facility in the project web-site	PCU, <i>AEWA CO, WI, BLI</i>	
Creation of an email discussion group	PCU, <i>AEWA CO, WI, BLI</i>	
Promotion of the new electronic communication facility	PCU, AEWA CO, SRSs , WI, BLI, RAMSAR	The PCU and Communication Officer (CO) located in the AEWA will be primarily responsible for this activity. WI, BLI, SRSs and all other project partners to collaborate on this task
Activity 2 Augmentation of and increased access to flyway contact information		
Compile existing information from partner organisations for use in the contacts database	AEWA CO, <i>PCU</i>	Communication Officer in AEWA will be primarily responsible for this task under PCU supervision. WI and BLI will provide assistance to PCU and SRSs towards the implementation of this task.
Develop data agreement	AEWA CO, <i>PCU</i>	
Create, populate and maintain database on the AEWA web-site	AEWA CO, <i>PCU</i>	
Plan and implement data collection activities	AEWA CO, <i>PCU, SRSs</i>	

Activity 3 Provide project information (updates, progress reports, publicity materials) in four languages for stakeholders - THIS ACTIVITY IS NOT UNDER THE SCOPE OF THIS MOA.		
Compile annual newsletters	AEWA CO, <i>PCU, WI, BLI</i>	Communication Officer in AEWA will be primarily responsible for this task under PCU supervision. WI and BLI, and all project partners will provide assistance to CO and PCU towards the implementation of this task.
Disseminate newsletters	AEWA CO, <i>PCU, WI, BLI, SRSs</i>	Communication Officer in AEWA will be primarily responsible for this task under PCU supervision. The PCU, WI, BLI, SRSs and all project partners will assist the CO.
Disseminate other project information	AEWA CO, <i>PCU, SRSs, Demonstration Projects</i>	CO and other project staff responsible for relevant activities at flyway and sub-regional level. WI, BLI and PCU will provide assistance to SRSs towards the implementation of this task.

ACTIVITIES	Parties Responsible Primary: bold Secondary: <i>italics</i>	Description of roles / Responsibilities
Outcome 3.3. Mechanisms of exchange between and within sub-regions for improved flyway-level migratory waterbird and wetland management established.		
Activity 1 Establish informal networks along the main migratory flyways within the AEWA area.		
Liaison with WI/BLI to agree on key sites / flyway networks	WI, <i>BLI, AEWA, PCU</i>	WI will be primarily responsible for this activity. This task is however a collaborative effort between WI, BLI, AEWA and PCU.
Develop preliminary networks of people for selected flyways	WI, <i>BLI, AEWA, PCU</i>	
Detail and publicise networks on project website	WI, <i>BLI, AEWA, PCU</i>	
Activity 2 Designate focal points, responsible for servicing networks		
Identify & designate focal points for each flyway	WI	WI is primarily responsible for this activity
Focal points develop, maintain and service networks	WI	
Activity 3 Exchange Programme Planning Workshop		
Organise and hold Planning Workshop	WI, <i>PCU</i>	WI is primarily responsible for this activity. PCU will provide assistance to WI to implement this activity.
Distil flyway-level schedules and recommendations	WI	WI is primarily responsible for this activity. and Flyway Focal Points
Activity 4 Implement Exchange Programme activities		
Exchanges of key site personnel between sites in different parts of the flyways	WI	WI is primarily responsible for mobilizing additional funding required to implement this activity. WI and Sub-regional sub-contractors to define the scope of this activity to reflect the actual level of
Exchanges of key sites personnel within their sub-region	WI, <i>SRSs, Demo projects, BLI, AEWA, Ramsar</i>	
Exchanges of demonstration site personnel	WI, <i>SRSs, Demo projects, BLI, AEWA, Ramsar</i>	

ACTIVITIES	Parties Reponsible Primary: bold Secondary: <i>italics</i>	Description of roles / Responsibilities
		funding available. WI will coordinate the implementation of this task in collaboration with SRSs , Demo Project teams, PCU, BLI, AEWA and Ramsar Convention Secretariat.
Activity 5 Develop strategic partnerships and mobilise co-financing		
Promote partnerships through communication & liaison	WI, SRSs	WI will be primarily responsible to mobilize and manage co-financing required to implement the exchange programme. PCU, WI, BLI, AEWA, Ramsar and SRSs to collaborate on this task
Develop strategic partnership proposals	PCU, WI, SRSs	

ACTIVITIES	Parties Reponsible Primary: bold Secondary: <i>italics</i>	Description of roles / Responsibilities
Outcome 3.4 The wise-use of migratory waterbirds and wetlands is better understood and implemented by governments in focal sub-regions.		
Activity 1 Development of sub-regional mentoring capacity.		
Development of shadowing timetable for each staff member to coincide with appropriate MEA (Multilateral Environmental Agreements: i.e. AEWA, RAMSAR) activities	WI, <i>BLI, AEWA, Ramsar, PCU</i> SRSs	WI as a senior lead contractor will be primarily responsible for this activity. WI, AEWA, Ramsar, BLI and PCU will provide assistance to SRSs towards the implementation of this task.
Shadow activities in MEA offices	<i>WI, BLI, AEWA, Ramsar, PCU</i> SRSs	
Shadow activities in the field	<i>WI, BLI, AEWA, Ramsar, PCU</i> SRSs	
Activity 2 Production of key MEA texts and information in the predominant languages of the focal sub-regions		
Translation of key MEA texts	PCU, AEWA, Ramsar, SRSs , <i>WI, BLI</i>	PCU to contract translators / consultants in collaboration with SRSs. The scope of translations will be defined by PCU in consultation with AEWA and Ramsar and will reflect actual budget available. WI may provide assistance to PCU and SRSs towards the implementation of this task.
Printing and dissemination of translated documents	PCU, AEWA, Ramsar, SRSs , <i>WI, BLI</i>	PCU (subject to identification of adequate budget for printing). WI and BLI and SRSs may provide assistance to PCU towards the implementation of this task.

IV. Expected Outputs and Deliverables

The performance on tasks to be performed by SRSs will be measured against the delivery of expected outputs and the contribution towards the achievement of project milestones. These outputs and milestone achievements (adapted from the Project Support Document - ref: Project Document Annex 8-I, section 7, Table 2) are hereby listed by year and by quarter. The tables included in this section will form the basis for the preparation of Progress Reports and for the assessment of the SRS's performance. The issuance of payments by UNOPS to the SRS will be linked to the acceptance of progress reports, and to the satisfactory performance of the tasks thereby described.

(NOTE: The party responsible for each Outcome, Activity and associated Milestones and Outputs is outlined in Table 1 of section III.c)

YEAR 1

Project Component and Outcomes	Ref Number	Outputs (O) and milestones (M)	Q 1	Q 2	Q 3	Q 4
Component 1: Site network tool.						
Outcome 1.1. Network of critical sites	M1	WI issues contract for WCMC	x			
	O1	Awareness materials for the critical site network's development. Month 6, Y1		x		
Outcome 1.2. Enhancement of primary data sources.	-					
Outcome 1.3. Strengthening of monitoring capacity	-					
Outcome 1.4. Species and critical site knowledge base	M1	WI contracts expert for review of ecological knowledge base. Month 3, Y1	x			
Component 2 Establishing a basis for strengthening conservation capacity.						
Outcome 2.1. Training and Awareness Programme framework	M1	Capacity Development Officer in place. Month 3, Y1	x			
	O1	Generic framework sub-regional training programme. Month 11, Y1.				x
Outcome 2.2. Sub-regional programme development	M1	Western (Central) Africa sub-regional training board established. Month 5, Y1.		x		
	M2	Eastern (Southern) Africa sub-regional training board established. Month 5, Y1		x		
	O1	Western (Central) Africa sub-regional training and awareness raising programme. Month 11, Y1.				x
	O2	Eastern (Southern) Africa sub-regional training and awareness raising programme. Month 11, Y1.				x
Component 3: Enhanced communications capacity.						
Outcome 3.1. Demonstrations of best practice management (<i>See individual workplans in each demonstration project proposal, Annex G of Project Document</i>)	M1	Contracts for implementation of all field demonstration projects are signed and implementation started. Month 6, Y1		x		
Outcome 3.2 Strengthened communications mechanisms	O1	Project web site. Month 6, Y1.		x		

	O2	Project intranet facility. Month 6, Y1.		x		
	O3	Electronic Discussion Group / server. Month 6, Y1.		x		
	O4	Contacts database. Month 6, Y1.		x		
	O5	Annual project newsletters. Month 1, each year.	x			
Outcome 3.3. Exchange Programme	-					
Outcome 3.4: Improved wise use implementation	M1	Western (Central) Africa shadowing activities (office). Month 3, Y1.	x			
	M2	Western (Central) Africa shadowing activities (field). Month 6, Y1		x		

YEAR 2

Project Component and Outcomes	Ref Number	Outputs (O) and milestones (M)	Q 1	Q 2	Q 3	Q 4
Component 1: Site network tool.						
Outcome 1.1. Network of critical sites	M2	IWC, IBA and Ramsar Site databases are interoperable. Month 6, Y2.		x		
	M3	Currently known critically important sites in the three databases are linked by central coordinates. Month 6, Y2.		x		
Outcome 1.2. Enhancement of primary data sources.	M1	Existing knowledge of critical site network compiled across the AEWA area. Month 6, Y2.		x		
Outcome 1.3. Strengthening of monitoring capacity	M1	Materials and resources for harmonizing monitoring activities. Month 7, Y2.			x	
	O1	Monitoring manuals for training. Month 7, Y2.			x	
Outcome 1.4. Species and critical site knowledge base	O1	Preliminary report on the current gaps in ecological knowledge of migratory waterbirds Month 3, Y2.	x			
Component 2 Establishing a basis for strengthening conservation capacity.						
Outcome 2.1. Training and Awareness Programme framework	-					
Outcome 2.2. Sub-regional programme development	M3	Middle East sub-regional training board established. Month 2, Y2	x			

Project Component and Outcomes	Ref Number	Outputs (O) and milestones (M)	Q 1	Q 2	Q 3	Q 4
	M4	Central Asia / Caucasus States sub-regional training board established. Month 2, Y2	x			
	O3	Middle East sub-regional training and awareness raising programme. Month 9, Y2		x		
	O4	Central Asia / Caucasus States sub-regional training and awareness raising programme. Month 9, Y2.		x		
Component 3: Enhanced communications capacity.						
Outcome 3.1. Demonstrations of best practice management (<i>See individual workplans in each demonstration project proposal, Annex G of Project Document</i>)		<i>See individual workplans in each demonstration project proposal, Annex G</i>				
Outcome 3.2 Strengthened communications mechanisms	O5	Annual project newsletters. Month 1, each year.	x			
Outcome 3.3. Exchange Programme	M1	Exchange programme schedules developed. Month 2, Y2.	x			
	M2	Exchange programme launched. Month 3, Y2.	x			
Outcome 3.4: Improved wise use implementation	M3	Eastern (Southern) Africa shadowing activities (office). Month 3, Y2.	x			
	M4	Eastern (Southern) Africa shadowing activities (field). Month 6, Y2.		x		

YEAR 3

Project Component and Outcomes	Ref Number	Outputs (O) and milestones (M)	Q 1	Q 2	Q 3	Q 4
Component 1: Site network tool.						
Outcome 1.1. Network of critical sites	M4	Currently known critically important sites are digitized. Month 9, Y3.			x	
	M5	Currently known critically important sites in the three databases are linked by spatial boundaries. Month 9, Y3.			x	

Project Component and Outcomes	Ref Number	Outputs (O) and milestones (M)	Q 1	Q 2	Q 3	Q 4
	M6	Polygon boundaries for all new sites entered in CSN tool. Month 9, Y3			X	
	M7	Newly identified critically important sites are digitized. Month 9, Y3.			X	
Outcome 1.2. Enhancement of primary data sources.	-					
Outcome 1.3. Strengthening of monitoring capacity	-					
Outcome 1.4. Species and critical site knowledge base	-					
Component 2 Establishing a basis for strengthening conservation capacity.						
Outcome 2.1. Training and Awareness Programme framework	-					
Outcome 2.2. Sub-regional programme development	-					

Project Component and Outcomes	Ref Number	Outputs (O) and milestones (M)	Q 1	Q 2	Q 3	Q 4
Component 3: Enhanced communications capacity.						
Outcome 3.1. Demonstrations of best practice management (<i>See individual workplans in each demonstration project proposal, Annex G of Project Document</i>)	-					
Outcome 3.2 Strengthened communications mechanisms	O5	Annual project newsletters. Month 1, each year.	x			
Outcome 3.3. Exchange Programme	-					
Outcome 3.4: Improved wise use implementation	M5	Middle East shadowing activities (office). Month 3, Year Y3.	x			
	M6	Middle East shadowing activities (field). Month 3, Year Y3.		x		
	O1	AEWA Awareness Raising film. Month 12, Y3.				x

YEAR 4

Project Component and Outcomes	Ref Number	Outputs (O) and milestones (M)	Q 1	Q 2	Q 3	Q 4
Component 1: Site network tool.						
	M8	Web-portal operational. Month 6, Y4		x		
	M9	Web portal launched. Month 11, Y4.				x
	O2	Hard copy of the critical site network. Month 11, Y4.				x
	O3	Dynamic critical site network tool. Month 11, Y4.				x
	O4	Awareness materials for the critical site network's launch. Month 11, Y4.				x
	O5	Lobbying publication detailing unprotected critical sites. Month 11,				x

Project Component and Outcomes	Ref Number	Outputs (O) and milestones (M)	Q 1	Q 2	Q 3	Q 4
		Y4.				
Outcome 1.2. Enhancement of primary data sources.	O1	New data on sites produced & incorporated into CSN tool. Month 9 Y4			x	
	M2	Gaps in knowledge filled. Month 9, Y4			x	
Outcome 1.3. Strengthening of monitoring capacity	O2	Training of data gatherers complete. Month 6, Y4		x		
Outcome 1.4. Species and critical site knowledge base	O2	Final overview of existing ecological knowledge of migratory waterbirds compiled and integrated into tool Month 6, Y4		x		
	O3	All research proposals submitted to donors / funders. Month 6, Y4		x		
Component 2 Establishing a basis for strengthening conservation capacity.						
Outcome 2.1. Training and Awareness Programme framework	-					
Outcome 2.2. Sub-regional programme development	-					
Component 3: Enhanced communications capacity.						
Outcome 3.1. Demonstrations of best practice management <i>(See individual workplans in each demonstration project proposal, Annex G of Project Document)</i>	M2	Turkey completed. Month 12, Y4.				x
	M3	Hungary completed. Month 12, Y4.				x
	M4	Nigeria completed. Month 12, Y4.				x
	M5	South Africa completed. Month 12, Y4.				x
	M6	Tanzania completed. Month 12, Y4.				x
	M7	Lithuania completed. Month 12, Y4.				x
	M8	Estonia completed. Month 12, Y4				x
	M9	Mauritania completed. Month 12, Y4.				x
	M10	Niger completed. Month 12, Y4.				x
	M11	Senegal / Gambia completed. Month 12, Y4.				x
	M12	Yemen completed. Month 12, Y4.				x
		O1	Best practices book. Month 12, Y4.			

Project Component and Outcomes	Ref Number	Outputs (O) and milestones (M)	Q 1	Q 2	Q 3	Q 4
Outcome 3.2 Strengthened communications mechanisms	O5	Annual project newsletters. Month 1, each year.	x			
Outcome 3.3. Exchange Programme	-					
Outcome 3.4: Improved wise use implementation	M7	Central Asia / Caucasus States shadowing activities (office). Month 3, Year 4.			x	
	M8	Central Asia / Caucasus States shadowing activities (field). Month 6, Year 4.			x	
	O2	Key MEA texts published. Month 12, Y4				x