

ANNEX 8-E: CRITICAL SITE NETWORK STRATEGY

RATIONAL BASIS FOR CONSERVATION ACTIVITIES STRENGTHENED THROUGH DEVELOPMENT OF A COMPREHENSIVE, FLYWAY SCALE, CRITICAL SITE NETWORK PLANNING AND MANAGEMENT TOOL.

This Annex presents a strategy to catalyse the conservation of migratory waterbirds and their critical sites by more effective conservation of existing sites and by identification and conservation of additional sites and, through development of tools, resources and related technical capacity in the AEWA region.

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1 Overall Rationale

1. The conservation of migratory waterbirds requires effective management of their critical sites individually along the flyway, and coordinated planning and management throughout the flyway as a whole. This means that designation and conservation management of a site needs to be undertaken in the context of its role within the network of sites it is part of. There is a need to focus the site-specific (conservation) management activities to the role of the site in the international network.

2. Fundamental steps towards achieving this are that:

- 1.) The critical sites for migratory waterbirds are known and identified / designated as part of a network and that the information on these sites and species is easily available and for use in planning and executing management activities, taking into account the role of the site in the network;
- 2.) The underpinning data is updated regularly to enable management and planning to respond to trends in species populations and emergency situations, and changing situations within and around the network;
- 3.) Basic ecological knowledge regarding sites and their use by each species is available and translated into practical guidance and advice for conservation management and
- 4.) There is sufficient capacity to ensure that data sources are kept up to date and that these data-sources become and remain available for application in management and sustainable use of sites and species.

3. It is vital to ensure that local scale management decisions and conservation action are informed by flyway-scale species requirements and contribute to enhanced conservation status of waterbird populations at the flyway level. By their very nature, these steps require provision and maintenance of an international, transboundary resource that is accessible to practitioners across the flyway.

4. This section presents a strategy whereby effective management of critical sites in a flyway context can be achieved. The task is divided into four separate objectives with corresponding outcomes and suites of activities. These are presented below.

5. The following objectives have been identified:

- 1 To develop and make available a network of critical sites as a tool for use by practitioners to underpin planning and management of, and catalyse site level activity in, flyway conservation
- 2 To enhance the primary data resources that underpin flyway conservation, planning and management through inclusion of all critically important sites in the AEWA region.
- 3 To develop data gathering and monitoring capacity that will support the updating and maintenance of data resources essential to underpin conservation of the network of critical sites.
- 4 To develop the species and critical site knowledge base to the extent that it supports site- and species management and planning decision-making in flyway conservation

6. The rationale for each of these objectives is presented below and then the outcomes and activities necessary to pursue each of these are presented. Each objective is linked directly to the corresponding outcome and suite of activities.

2 Objectives and rationale

Objective 1. To develop and make available a network of critical sites as a tool for use by practitioners to underpin planning and management of, and catalyse site level activity in, flyway conservation

7. Currently there are a number of initiatives that make data on sites and species available across the flyway. The IWC, IBA and Ramsar databases contain millions of records of migratory waterbirds and the sites they use, representing an enormous potential for the conservation of these species. The IBA project of BirdLife International has synthesised many of these records into lists of Important Bird Areas (IBA's), which provide a very strong basis for the network of critical sites. The IWC has only partially been used for this purpose, but offers great potential and provides data which form the basis of publications such as "Waterbird Population Estimates" (the document on which the 1% criterion for selection of internationally important sites is based) and contributes towards the creation of the IBA lists. The Ramsar sites database stores valuable information on internationally important sites which are selected using one or more of a number of criteria, which include value to waterbird species. However, individually these initiatives do not present their information in a manner that is easily interpreted for the purposes of flyway conservation and management. What is needed is the integration of the information in these databases, together with information on the ecological needs of species, to provide insight into the network of critical sites and the role of sites in that network. This integration of information will help to identify and focus appropriate management at the site level, when considered in the flyway context.

8. Furthermore, the geographical coverage of the existing data sources, although extensive, is not spatially uniform across the AEWA region. Collectively these initiatives have enormous potential for flyway management because they could provide a much increased information base for identification of sites and of management activities. Combined they would have expanded coverage across the AEWA region and the benefits of a considerably larger network of practitioners across the flyway to gather data and monitor sites and species and to share management expertise. Currently this potential is unrealised. Development of a dynamic network of critical sites for migratory waterbirds will enable this potential to be unlocked and provide practitioners in the AEWA region with a tool that is fundamental to flyway conservation orientated management and planning. Combining these data will improve the resources available to site managers and conservationists, enhance the preparation of species action plans, improve the quality of analysis and understanding of species and populations and allow more definitive statements regarding population trends and site use than has ever before been possible. This will open up possibilities for pinpointing underlying 'problems' and 'causes', thus allowing strategies to be developed to counteract these. It will also open the possibility of underlining positive factors, both internal and external to the site that should be enhanced so as to contribute to the conservation of the flyways and the species that use them.

9. There is a range of stakeholders that must be aware of this tool from international and national policy level to local / site management level. The target audience must be aware of the availability of the data resources, trained in their use and have ready access to them. Therefore the network of critical sites must be publicised in appropriate ways (via internet, but also through regularly updated publications on paper and CD ROM) to practitioners across the region and training for its use must be provided.

10. The tool will have various roles in helping to identify sites that need to be better protected, from Ramsar designation through to site management plan development and implementation. This awareness can be engendered directly and from lobbying by national and international NGOs. Local and site based organisations and practitioners will need to be

aware of the tool so that they can use the information contained therein to plan and manage their site, taking account of its importance for migratory waterbirds, and the conditions that should be met for its importance to be maintained.

Objective 2. To enhance the primary data resources that underpin flyway conservation, planning and management through inclusion of all critically important sites in the AEWA region.

11. To be able to conserve, plan and manage flyways for migratory species, knowledge of the routes taken and the (ecological) role of sites along it is essential. Currently not all the critical sites are known within the AEWA region. This is because of problems of coverage in the field, of assessments of the importance of wetlands for migratory waterbirds and deficiencies in the knowledge base of species requirements and the roles that sites play in species' life-cycles (for the latter, see objective 4).

12. The various kinds of data have specific gaps in geographical coverage. For the assessments of the importance of wetlands for migratory waterbirds the IWC and the IBA programmes are most important. Where IWC is concerned these problems of coverage are most severe in Central Asia, the Middle East, parts of Africa and E. Europe (including Russia), as was shown in an analysis to highlight the most important gaps in coverage of IWC. In the IBA Programme, Central Asia and West Siberia are gaps that need to be filled. In some areas / sub-regions a site's importance is suspected but there is no scientific data to confirm this and in some rare cases there may be sites that are as yet unknown. Filling these gaps in knowledge across the AEWA region will ensure that the principal data-sources for flyway conservation are as comprehensive as possible, and that the critical site network developed under Objective 1 is also definitive.

Objective 3. Develop data gathering and monitoring capacity that will support the updating and maintenance of data resources essential to underpin conservation of the network of critical sites.

13. Monitoring waterbirds and the sites they use is essential. It yields information to assess the conservation status of populations and sites, and enables calculation of waterbird population trends. Furthermore waterbird monitoring can indicate the performance of policy and conservation action and be used to set priorities for (further) action. Gathering data on migratory waterbirds (counting) and the sites that are of importance to them is work that requires special skills. Wetlands International and BirdLife International have developed extensive networks of (predominantly voluntary) observers that willingly and skilfully perform these tasks, representing an enormous 'in kind' contribution to the conservation of migratory waterbirds and the sites they depend upon. These networks are not equally well developed over the whole of the AEWA region. In Central Asia and the Middle East for example, the network of observers is comparatively thin and has been relatively less active when compared to other parts of the AEWA area. As a result, the capacity to perform survey and monitoring work is underdeveloped in parts of the AEWA region and needs to be strengthened, through training, both of existing under-skilled practitioners and non-skilled but committed novices.

14. Historically the different data sources concerned here (principally IWC and IBA) have their own networks of contributing observers and work with very specific data gathering protocols.

15. Monitoring is one of the functions of BirdLife Site Support Groups, composed largely of volunteers working together actively to promote the conservation of IBAs. Membership

comes from the local community, who will often have been managing the site or surrounding areas for generations, even if their primary purpose was not conservation. Harnessing this knowledge and long-term commitment gives the best prospects for long-term continuity of site action.

16. IWC monitoring is undertaken by extensive people networks in which BirdLife Partners are often involved. At many sites the same individuals will be collating data for both IWC and IBA programmes. In several cases observers are shared between the networks, but in too many places this is not the case. This leads to an inefficient data collection network which will be improved through harmonisation.

Objective 4. To develop the species and critical site knowledge base to the extent that it supports site and species management and planning decision-making in flyway conservation.

17. The extent of ecological knowledge of migratory waterbirds varies a lot between species. For some species, detailed population models have been developed, but for others we do not even have a good idea of population sizes and distribution or threats. Without such knowledge it can be difficult to truly effectively conserve a species. A key weakness is the understanding of the way migratory waterbirds use (and depend on) sites during their annual cycle. This is very important if planning and management of flyways is to be successful. Without knowledge of the use of a site by species, such as the sort of conditions required, duration and timing of stay, turnover of individuals during migration and normal onwards destination(s), it is very hard to ensure that the site is appropriately managed. This information should be linked to a flyway data resource so that both site-specific and flyway context queries can be made, resulting in management advice for implementation on the ground.

3 Outcomes and activities.

18. The previous section has described the objectives and their underlying rationale. The Outcomes and activities that follow link directly to the objectives. Links between activities / outcomes within this strategy and other reports / strategies developed during the PDF-B project are highlighted.

Outcome 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.

19. IWC, IBA and Ramsar data sources will be made available in an integrated fashion, as a flyway scale network of critical sites, in conjunction with information on species' site usage, ecological requirements and site management advice. The resource will exist as an internet portal that links the three main databases and provides additional links to other knowledge bases. It will be available on the World Wide Web to practitioners and the general public and will be interactive in order to service queries from practitioners in relation to flyway planning. 'Snap shot' versions will be published (and updated editions produced) on CD ROM for distribution to those practitioners with little or no internet access. The interface will comprise a map on a web page which users employ to access the information they require about a particular site or sites or species, which might come from any combination of the IBA, IWC, or Ramsar databases and other data-sources. It will not be a new database but a live link to existing data-sources, which facilitates flyway related user queries of the main databases it accesses. It will also be linked to additional information resources which provide basic ecological information on migratory waterbirds and their site requirements. The resource will be constructed so that it is dynamic, i.e. it will be updated at the same time as the parent data sources. In this model (Biodiversity Conservation Information System (BCIS) compatible) the databases remain the property of and are kept up-to-date by the custodians.

20. The resource will contain information on the migratory waterbird species that are listed in the AEWA annexes (235 species after MoP2 in September 2002) and critical sites they require to complete their annual cycle. This will include the site boundaries, basic site information, estimates of numbers of each species visiting the site in different seasons, functional information on the role of the site in the species' life-cycle and basic information on species requirements in relation to different life-cycle stages. It will be structured in such a way that queries can be made about the network of sites essential to a particular species or a group of species, the role of a particular site in the life cycle of visiting species, as well as providing basic site inventory information and species ecological information.

21. To enhance the policy relevance of the network of critical sites, links will be made with the Common Database on Designated Areas (CDDA), a database at European scale, containing Special Protected Area site data (for the Birds Directive; Europe only), the Emerald Network site data (for the Bern Convention; European based but with African parties) and the Protected areas database of UNEP-WCMC (global).

22. A strategy for publicity, awareness raising and training for the critical network resource will be launched targeting key stakeholders. This will ensure a constant information flow to stakeholders during the development phase, culminating in an official launch once complete. Materials will be produced both to raise awareness and act as a basis for training practitioners in its use. Additional resources will be produced to highlight key sites and species in need of protection.

Activity 1.1: Establishment of inter-operability between the main data-sources.

23. The basis for linkage and inter-operability between the three main databases will be established. During the PDF-B phase pilot studies were carried out which showed that there are no incompatibilities that could not be solved with respect to linking the structures of the three main databases. However, to facilitate this, rules and guidelines will be established and implemented. These will form the basis of database linkage in relation to species name use, site name use, site delimitation and habitat characterisation. Common terminology will be established that will enable the links to be made by the flyway tool. The basis for linkage with other international databases that will add policy relevance to the tool will also be established. In the meantime, existing data sources will be sought for to provide information about site usage, ecological requirements of species etc.

Activity 1.2. Collection of spatial site reference data as a basis for database linkage in the site network.

24. To create a resource that will have the maximum use as a flyway conservation tool, sites will be referenced using spatial data. Currently the use of spatial data in the main databases is variable. IWC data is referred to using point grid references. In the IBA and Ramsar databases references are a mixture of point and polygon data. Sites included in the critical network will be geographically digitised and ultimately used as the common linkage point for all three databases. This will be done on the basis of maps, which in many cases will need to be gathered through the networks of co-ordinators and volunteers contributing to the respective databases. This is a very significant task owing to the sheer number of sites and often slow communications with those working in the field. Therefore it is the aim that by the end of the project 75% of sites will be digitised in this way. Remaining sites will be referred to using grid references and spatial data will continue to be collected during the normal operation of the main databases.

Activity 1.3. Creation of the basis of the site network by linking the main data resources.

25. The site network will be created by linking the three main site and species databases. This will be carried out in two stages. The first stage will use existing point reference data or central site coordinate data to link the three data sources. This will create an initial list of

sites that will be used to analyse more precisely where likely gaps in coverage of the three databases exist once they are combined (see Activity 2.1) and to allow the development of the web-based portal to proceed (see Activity 1.4). This will involve considerable technical preparation work to be carried out according to the guidelines developed under Activity 1.1 and will be done in close consultation with the networks.

26. The second phase of linkage will be carried out using the site boundary information, or polygon data, collected in Activity 1.2. This will enable linkage of the sites using GIS software. Site-matching will be fine-tuned and site consolidation will be harmonised between the main databases before this phase is complete. Tests will be run early in the process, to be able to include conclusions to be integrated into Activity 1.2. This will provide the basis for the operational merge of data and information that will interactively present the network of critical sites to the user on the Internet.

Activity 1.4. 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.

27. The resource will be made available on the internet for interactive use of the site network by practitioners. An application to share the decentralised database information, integrating it virtually and presenting it to the user will be developed. The data will be brought together from the decentralised sources, through a web-portal. This is a process that entails both conceptual and technical work and must allow for all the issues surrounding the ownership of the three different data sources including the implications of data restrictions.

28. The World Conservation Monitoring Centre (WCMC), UNEP's 'species information hub' will be responsible for all technical work under this activity. They will design and programme the interface and web-portal. The concept used will be in accordance with the BCIS model. The portal will be hosted on the AEWA web-site. Maintenance of the software will be by WCMC who currently maintain the host-web-site under an agreement with AEWA. The data upkeep will be the responsibility of the main database custodians under their normal operations.

Activity 1.5. Compile the network of critical sites using Ramsar and IBA criteria.

29. Once the databases have been linked or, in effect, the databases have been set up to share information, subsets of data will be selected from the huge amount of data on sites, to yield the network of critical sites. This will be done using standardised and internationally agreed criteria. The relevant Ramsar and IBA criteria will be used in line with the results of discussions during the PDF-B. Using these criteria, the IWC dataset will be queried and added / combined with the IBA list of sites resulting in a first draft of the network of critical sites. This result will be checked in detail including regional consultation, to check the validity of results. The adequacy of the network for covering species' distributions within the region will be examined and gaps identified by overlaying maps with known distribution information.

Activity 1.6. 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

30. For the network of critical sites to be effective as a tool for conservation, it needs to be highly accessible to the outside world. This will be ensured in several ways: It will be presented through a web-portal on the internet and (in less developed parts of the AEWA Region where internet access is restricted) on CD Rom and in hard copy. The paper version will not be a book presenting detailed information on all the sites, but a report or summary document illustrating the work, summarizing the results, the principles of linking datasets from different sources, usefulness of such data and needs to conserve, survey, monitor sites etc. This will be excellent awareness-raising material which will promote the conservation of this critical network of sites for migratory species across the AEWA region. The CD ROM version may have the same functionality as the Web based one, but will need to be regularly

replaced with a new version. The printed publication will be more static in scope and clearly state that the network of critical sites is a tool for conservation that must be accessed through the internet, to ensure access to the most up to date information and its interactive features.

Activity 1.7. Raise awareness amongst practitioners, and train them in the use of the network of critical sites.

31. Awareness of the critical network will be raised in conjunction with activities throughout the duration of the project. Materials will be produced to raise awareness of the importance of the tool and its process of development. A second set of materials will be produced to mark the finalisation of the first stage of the network when all currently available information is combined to identify geographical gaps in the network. Finally, once the network is complete and running on the Internet, awareness raising and publicity materials will be produced. All these materials will be produced in the focal sub-region languages and distributed at workshops and meetings during the Project. In addition, once a working version of the network is available, training resources will be created for use in appropriately focused training courses and modules. Stakeholders will be encouraged to include these in the sub-regional training and awareness raising programmes developed in Component 2. Awareness will also be raised through standard project and project partner newsletters, materials and networks (e.g. BirdLife International's Site Support Groups, National IBA Conservation Strategies and National Liaison Committees; Wetlands International's Specialist Groups, IWC National Coordinators).

Activity 1.8. Promote the network of critical sites as a conservation tool.

32. Key events will be targeted to publicise the network development and launch. The Global Flyways Conference, 2004 in Edinburgh, Scotland will be an excellent opportunity to present the initiative in its development stage. Other key events that can be targeted are the next AEWA MOP (2005) and the Ramsar COP (2005); the former can again be of use in providing updates on the progress and the latter may present the ideal opportunity for its official launch.

Activity 1.9. Production of a publication to raise awareness of key issues in the flyway using the network as the basis.

33. Once the network of critical sites has been completed a publication based on the digital resource will be produced to raise awareness of the sites and those that are in most need of protection from the point of view of migratory waterbirds. This will focus in particular on sites that are currently not protected nationally or internationally. It will be a useful resource for the Ramsar Convention and the AEWA and organisations acting on their behalf to lobby for better site protection and flyway planning and management at national level.

Outcome 2. Primary data resources that underpin flyway conservation, planning and management activities enhanced to include all critically important sites in the AEWA region.

34. Spatial coverage of the main databases holding data on migratory waterbirds will be expanded to ensure that all the critically important sites are included. Gaps in coverage in the AEWA region will be identified in the AEWA region and surveys carried out in these sub-regions and at potentially important but hitherto uncovered sites. Sites that satisfy the criteria for international importance will be identified. These will be added to the main databases and this will ensure that the network of critical sites is comprehensive.

Activity 2.1. Identify gaps in spatial coverage and mobilise existing information.

35. Gaps in existing data held in the IWC and IBA databases will be identified by a preliminary analysis to indicate where there are gaps followed by mobilisation of existing information to confirm these gaps, and to prioritise data collection activities. It is already expected that the principal sub-regions where gaps will need to be filled are Central Asia, the

Middle East and Africa. Areas where there is limited coverage within these sub-regions will be identified. Information from a gap-filling analysis study will be used to prepare a preliminary list of gaps. This will be combined with coverage information from IBA and IWC databases established from a preliminary merge of the IWC and IBA databases using central site coordinates as the basis. This information will then be transferred to sub-regions being addressed in the project (in particular Central Asia and the Caucasus States, the Arabic Middle East, Western (and Central) Africa, Eastern (and Southern) Africa) where local experts including IBA and IWC coordinators, AEWA Technical Committee members and Ramsar Coordinators will be invited to comment on these gap analyses and prioritise the data collection activities (this will be achieved through questionnaire surveys and a sub-regional workshop). Through this process a list of potentially important sites needing survey work will be created.

Activity 2.2. Fill the information gaps in the data sources.

36. The list of sites created in Activity 2.1 will be used to guide survey and census work to fill gaps in the IWC and IBA databases. The existing network of observers for these schemes will be instructed to target effort at sites on this list. In addition a number of censuses/surveys will be performed by paid or financially supported observers to cover important gaps that cannot be accommodated by the network of observers. As much as possible this will be combined with training activities (see 3.1 below) to strengthen the capacity of data gathering and monitoring. These surveys will be conducted by experienced ornithologists drawn as far as possible from the sub-region itself. During these trips, new information will be gathered on the importance of unknown or poorly known sites. A number of site-survey trips lasting up to 14 days each are planned in the project's focal sub-regions over a period of at least three years. Information gathered will be processed in the sub-region to reduce cost and enhance capacity. It will then be passed on for inclusion in the IWC and IBA databases.

Outcome 3. Flyway data gathering and monitoring capacity strengthened to support the updating and maintenance of primary data sources that underpin conservation of the network of critical sites.

37. There are three separate elements to capacity development for data gathering and monitoring that will be addressed: training of people, harmonisation of personnel networks and provision of resources. Training will be targeted both at existing practitioners whose skills need to be improved and those who currently have no skills. Trainees will be taught basic bird identification and general counting skills in short course modules (. They will then be taught to apply this basic bird counting knowledge under variable circumstances in the field (distances, light conditions, weather, accessibility etc.). This is one of the most difficult things to train, but is essential for the maintenance of the quality of gathered information. In addition they will receive basic guidance in site inventory and characterisation that will enable them to collect suitable information for site descriptions in line with Ramsar requirements (accommodating the new guidelines on site inventory recently adopted at the COP 8 in Valencia, Spain, in 2002).

38. Data gathering networks and protocols will be harmonised. Materials will be developed that provide guidelines for data collection that fit with both the IWC and IBA schemes. Counters will then be able to submit data that can be used for both schemes, from one field visit. These materials will also be used as a basis for training activities outlined above. The existing networks of counters will be examined in each sub-region and compared to data gathering capability needed to adequately monitor the critical sites. Discussions will then be held with IBA and IWC Coordinators to explore how the respective networks can be better matched to data collection requirements.

39. Counters require simple technical resources (e.g. optical equipment, field-guides) to carry out activities in the field. Those in particular need will be prioritised and equipment provided.

Activity 3.1. Harmonising and strengthening data gathering capacity, thus ensuring better compatibility between and sustainability of monitoring networks.

40. BirdLife International and Wetlands International will work together to improve coordination, standardise variables monitored between the IWC and IBA schemes, produce recording forms compatible with both schemes, produce resources and guidance materials that enable training for data gathering to take place at the same time. The development of the web portal will also be used to create a data submission page that will facilitate data submission to IWC and IBA Coordinators.

41. To initialise this activity a workshop will be organised with representatives of the main data custodians of the IWC and IBA Programmes drawn from the central coordinating, national and regional coordinating, and local data collection levels. The meeting will investigate the best ways to approach harmonisation and will establish a series of protocols that the process should follow.

Activity 3.2. Strengthening capacity for data gathering and monitoring.

42. Basic skills will be taught through the course modules in Component 2 (see Annex F, Table 5 details of the planned modules). These will include practical bird census skills, waterbird identification skills, and the administrative requirements of involvement in IWC/IBA. These skills will then be developed in the field. The site surveys carried out as part of the gap-filling work outlined in Activity 2.2 will be used as practical “on the job” training opportunities. Trainees will accompany experienced ornithologists (it requires special skills to hand over expertise to fieldworkers that have received their first basic count-training) from within the region into the field and their field technique and experience will be developed. (See Activity 2.2 for the frequency and number of trips planned).

Activity 3.3. Provide materials and equipment to facilitate and assist the training and data collection.

43. New trainees often have little or no access to resources for gathering data, but need these if they are to collect reliable data. Regional bird identification guides will be provided during training and trainees will be allowed to keep them at the end of the course. In addition, the observer network will be supported with optical equipment.

Outcome 4. Species and critical site knowledge base supports management and planning decision-making in flyway conservation

44. Currently available information resources describing the ecological requirements of migratory waterbirds listed in the AEWAs annexes will be compiled in a format that is compatible with the network of critical sites. It will be designed so that when the network is interrogated, additional information drawn from this resource can be displayed. The information will focus on that which is necessary for flyway management and conservation and in particular on species’ site requirements to fulfil the fundamental elements of their life cycles. This will include both site functions in terms of what resources are provided to a species and how sites might assist a species in surmounting threats and disturbances. This information will be cross-referenced, against the sites so that users can see the role a particular critical site plays in a species life cycle.

45. The amount of information that will be available through this exercise will vary according to species and site. Once this initial exercise is complete, key information gaps will be identified and this will be used to stimulate additional research to fill these gaps. Seed funding will be provided to help organisations and expert groups seek full funding of their activities.

Activity 4.1. Compile existing ecological knowledge on species' migratory characteristics, site function and population delimitation.

46. Existing expert knowledge will be compiled from Wetlands International Specialist Groups, other experts in this field and senior officers from both WI and BLI. Also, existing databases like GROMS (Global Register on Migratory Species) will be explored for this purpose. Information on flyway delimitation and migration routes as available in various sources (such as flyway atlases) will be digitised and stored in GIS format as part of the network of critical sites, accessible through web-based interfaces, like Interactive Map Services (IMS). This information will be stored in a database that is linked and compatible with the site network, and WCMC or the future GROMS custodian will maintain this database.

Activity 4.2. Facilitate research to cover the gaps in knowledge of the use of sites by migratory waterbirds, and of population limitation

47. Appropriate research nuclei will be engaged including Wetlands International Specialist Groups. A 'stimulation' fund will be set up to provide 'seed money' to facilitate the development of research-proposals that will yield long term improvement in the understanding of the ecology and site use of migratory waterbirds. This will provide an interesting topic for inclusion into the programme of the International Flyway Conference that will be organised 2004 in Edinburgh, on the initiative of Wetlands International hosted by the governments of The Netherlands and the UK.

4. Timetable

48. A Gantt Chart for the Component is provided in Annex M and gives estimated timelines for all project activities.

ANNEX 8-F: TRAINING AND AWARENESS RAISING STRATEGY

Annex F: Training and Awareness Raising Strategy..... 1

 Background and introduction 2

 Summary of the Existing Capacity within each Sub-Region 2

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BACKGROUND AND INTRODUCTION

This Training and Awareness Raising Strategy was developed during the PDF-B phase of this Project as a result of a review of training provision and needs in the project area. A larger report resulted from this work and this summary presents the key elements of the Strategy that was developed to implement the findings of the report. The full GEF project will implement some of the activities that are presented here; these are described as Components and Activities and relate to the development of a generic and four sub-regionally focused Training and Awareness Raising Programmes. The recommended composition, structure and implementation arrangements for these Programmes are also presented here. However, the full GEF project will not undertake to fund this implementation phase. The Project will assist stakeholders to mobilise resources for this phase of implementation. More details of this are provided below.

SUMMARY OF THE EXISTING CAPACITY WITHIN EACH SUB-REGION

Sub-Regions

The following geographical sub-regions will form the focus of this Training and Awareness Raising Strategy:

- **Western (and Central) Africa**
- **Eastern (and Southern) Africa**
- **Central Asian and Caucasus States**
- **Arabic Middle East States**

A map of the AEWA area and project sub-regions is presented in Annex L. Reasons for exclusion of training activities for networks in Europe, and further details on the rationale and selection of these sub-regions are provided in section C3.1 of the full report. Essentially, these four sub-regions were chosen due to their comparatively high levels of training needs in comparison to Western and Eastern Europe. Countries of North Africa may be involved in training activities, either through links with West Africa or the Middle East. Eastern Africa and Southern Africa sub-regions are shown 'bracketed' indicating that the Programmes will be accessible to them but that new courses will be developed, implemented and coordinated only in Western and Eastern Africa.

There are clear advantages in developing Training and Awareness Raising Programmes in discrete sub-regions (as opposed to addressing the AEWA area as a whole), these can be summarised as:

- Common language within sub-regions;
- Cultural similarities;
- Relatively common environmental context;
- Presence of migratory waterbirds;
- Similar wetland and waterbird conservation issues;

- Existing partnerships and sub-regional networks;
- Joint wetland authorities and environmental plans, e.g. trans-boundary wetlands, coastal networks and river basins.

To provide added value to this sub-regional approach, additional AEWA-level events are also planned in the Project including exchange programmes between sub-regions. Whilst there are clear advantages for sub-regional training, it is also important to provide opportunities for cross-cultural and cross-linguistic exchange, which can foster relationships between different parts of a flyway, and which will help to develop AEWA-wide networks.

Existing Capacity Development Initiatives within each sub-region

Based on the analysis in the full report, a general impression of the level of training available in the focal sub-regions is provided in Table 1 below. This does not relate exactly to existing capacity within each sub-region, as there are clearly differences between individual countries within each sub-region. However, it does give a reasonable general indication of the different levels of capacity development.

All four sub-regions have important training needs and significant gaps in current levels of regular training provision. However, more initiatives are underway in Western (and Central) Africa and Eastern (and Southern) Africa than in the Arabic Middle East States or Central Asian and Caucasus States. This is an important consideration for the design of Training and Awareness Raising Programmes. Those initiatives already underway in the two Africa sub-regions will facilitate a more rapid implementation phase.

Table 1: Overview of the current status of training availability in the AEWA area.

'Wetlands' Capacity Development Initiatives¹	Western (and Central) Africa	Eastern (and Southern) Africa	Arabic Middle East States	Central Asian and Caucasus States
Specialised academic institutes	Yes	Yes	No	Moscow only
Specialised academic degrees	1	No	No	No
Academic wetland courses	1-2	1-2	No	No
Wetland management courses	In pipeline	Yes (1)	No	No
Regional 'wildlife' colleges	Yes	Yes	Yes	No
Practical institutional courses	Irregular	Irregular	No	No
Practical transferable courses	Yes (national / sub-regional)	Yes (Kenya / coast)	Jordan only	Russia / Armenia
'Training by Doing'	Reasonable	Reasonable	Limited	Limited
Exchange Programmes	Reasonable	Reasonable	Very few	Few
Training materials available	Yes, but not widely	Imbalanced distribution	Very few	Very few
Institutional Strengthening	Imbalanced	Imbalanced	Very limited	Limited

‘Wetlands’ Capacity Development Initiatives¹	Western (and Central) Africa	Eastern (and Southern) Africa	Arabic Middle East States	Central Asian and Caucasus States
Education & Public Awareness	Limited	Reasonable	Very limited	Very limited
Training of trainers	Limited	Reasonable	Very limited	Very limited
Training Needs Analyses ²	Limited	Kenya	Not really	Not really

1. Refers to capacity development initiatives of relevance or specific to wetlands
2. Refers to Training Needs Analyses carried out before the PDF-B of this project.

SPECIFIC OBJECTIVES OF THE TRAINING AND AWARENESS RAISING PROGRAMME

The principal objective and title of the Training and Awareness Raising Programme is to generate **‘Establish the basis for strengthening the capacity for wetland and waterbird conservation.’** This will enable improved conservation and wise use of wetlands in the AEWA area through reinforcing technical and managerial abilities of strategic networks, individuals, decision-makers and other participants who are all implicated in the welfare of wetlands and migratory waterbirds. In order to meet this principal objective, the following Specific Objectives have been defined:

Objective 1: Catalyse capacity development for wetland and waterbird conservation throughout the AEWA area through provision of a transferable model Training and Awareness Raising Programme.

Rationale: A transferable model Training and Awareness Raising Programme will be a cost-effective way to develop programmes in different sub-regions whilst ensuring that the key ingredients of international flyway issues are included in all sub-regional programmes. Sharing a common training model will also increase the effectiveness of exchange initiatives.

Implementation: GEF project.

Objective 2: Strengthen structural capacity for provision of training and awareness raising activities through the development of four stakeholder defined sub-regional wetland and waterbird conservation Training and Awareness Raising Programmes.

Rationale: Four sub-regions of the AEWA area are in particular need of Programmes of training and awareness. These have been identified on the basis of current provision and needs in relation to the wise use of migratory waterbirds and wetlands. The model Training and Awareness Raising Programme (Specific Objective 1) will be adapted to the needs of four separate sub-regions of the AEWA area.

Implementation: GEF project.

Objective 3: Strengthen technical and decision-making capacity through implementation of wetland and waterbird conservation Training and Awareness Programmes in four defined sub-regions.

Rationale: The need for technical and decision making capacity development is immediate but also will be long-term and ongoing in the AEWA area. The adapted programmes will be initiated

in all four sub-regions so that they can become established and by the end of the project sustainable.

Implementation: To be decided by sub-regional stakeholders during development of their programme. The GEF project will provide resource mobilisation assistance.

GEF PROJECT OUTCOMES AND ACTIVITIES

The following section describes the project outcomes and activities that will be implemented by the GEF project.

Outcome 1. Transferable model Training and Awareness Raising Programme framework produced for developing wetland and waterbird conservation capacity.

Outcome 1 will be executed at the AEWA level (as opposed to the sub-regions). A number of over-arching activities will take place, with involvement from stakeholders throughout the AEWA area but in particular from the four focal sub-regions. The model will be available for use throughout the AEWA area (and beyond) and will facilitate the design and production of sub-regionally focused wetland and waterbird conservation Training and Awareness Raising Programmes. It will contain all the components necessary to form a generic basis for the content of a capacity development programme and its implementation.

Currently a baseline exists of training courses and modules, which can be built upon to contribute to and put together a comprehensive model Training and Awareness Raising Programme. The Programme will comprise a suite of recommended training schedules and course types to ensure that all the main target groups are embraced and that appropriate training is delivered.

The model will be designed to enable development of a sub-regional Programme by stakeholders by picking and mixing the relevant elements and themes based on knowledge of needs. It will provide the generic content, and will include course structures, syllabuses and handbooks for development of the elements. Example contextual material will be provided along with guidelines on what criteria to use to select material for specific sub-regions or target groups. The key components it will contain are:

The generic structure and content for capacity development activities, including:

- ***Regional wetland management training courses.*** Regionally focused wetland management courses, based on the structure, contents and experiences of the RIZA ICWM and the East African Wetland Management Course (EAWMC).
- ***Transferable thematic course modules for different target groups.*** A series of transferable short training course and workshop modules, covering key issues for different stakeholders at different levels.
- ***Academic and institutional training recommendations.***

Generic guidelines for the sub-regional coordination and administration of the Training and Awareness Raising Programme including:

- Approach to adapting the model Training and Awareness Raising Programme according to sub-regional needs and priorities;
- Recommendations for implementing the Training and Awareness Raising Programme;

- Procedures for selection of candidates, especially for the wetland management courses;
- Guidelines for monitoring and evaluation of the Programme and courses;
- Approaches to ensuring the sustainability of the Programme beyond the end of the project.
- Procedures for helping to coordinate network development amongst trainees and regional stakeholders

Guidelines for training trainers during course delivery:

- Currently there is a shortfall in the availability and capacity of training staff in the four sub-regions. Guidelines will be threaded through the different elements of the model Training and Awareness Raising Programme to enable trainers to be inducted into the Programme philosophy and trained in its delivery, including course management. In this way by the end of the project the role of the main project partners will be reduced to that of providing coordination, guidance and evaluation of the sub-regional Programmes.

Activity 1.1 Develop a working draft of the model Training and Awareness Raising Programme

Wetlands International will develop a working draft of the model Programme. It is important that the draft remains a ‘working’ model, to allow for wide consultation and for lessons learned and results from evaluations to input to the production of the final version. The model Programme will include guidelines to devise new modules filling gaps where existing alternatives are not available and to link to already-established courses.

Table 2 illustrates a preliminary range of Modules, which will form the basic framework of the model Training and Awareness Raising Programme. These will be elaborated and form the starting point for specifying sub-regional Programmes. It will be the responsibility of the Sub-Regional Training Boards to prioritise these modules and select a suite of them for implementation. However they will all be included in the generic Programme to ensure that all identified target groups can be catered for. Modules can vary from 1-day seminars to full academic courses, depending on the stakeholder group and training objectives. The target groups proposed for each of the modules and duration of courses is included; the latter will act as useful guidelines to be amended in line with sub-regional needs.

The modules presented in Table 2 include both training courses / workshops and awareness-raising seminars. Training courses / workshops are specific training activities, which also allow for in-depth exchange of information and input from course participants. Seminars are assumed to be short specific events aimed at providing information in an easily digestible and attractive way, usually for target groups such as decision-makers and community leaders, often people who do not have time for participating in training courses.

Table 2. Generic Training Modules for different Stakeholders

Stakeholders	Modules	Duration
1. Policy-makers / decision-makers (Deputy Ministers, Government Directors & assistant Directors, Ramsar/AEWA & GEF focal points, NGO Directors, Local Authority Heads, Community Leaders / chiefs)	a. Wetland Policy Development & legislation b. International policy & action for waterbirds c. Implementing Ramsar & AEWA and the wise use principle d. Role of key sites in international conservation	a. 5 day training workshops for Ministry staff & NGOs b. 1 day awareness-raising seminars c. 1 day seminars for senior staff, plus 5 day course d. 1-2 day seminars (for local authority heads & community leaders)

Stakeholders	Modules	Duration
2. Training & Research Officers (Project & Key partner Training & Research Officers, Trainers at sub-regional, national & site level) <i>i.e. Training Trainers</i>	a. MSc in e.g. Conservation / Limnology & Wetland Ecosystems (available) b. Specialist wetland courses (available) c. Socio-economic valuation d. Monitoring & Evaluation e. Training course facilitation / conservation education	a. 12-18 months; practical thesis to be carried out in sub-region b. 3-4 months c. 5 days (can include in 'b.') d. 5-10 days (or within 'b.') e. 1-4 weeks, depending on geographical level
3. Wetland Managers (Protected area managers, NGO site managers, community leaders charged with site management)	a. Wetland Management Training Course (includes inventory & assessment) b. Trans-boundary wetland management c. Integrated Coastal Zone Management d. Ecotourism / Visitor management & attraction	a. 6 weeks, at sub-regional training centres b. 5 days; for managers of trans-boundary sites c. 5 days; for managers of coastal sites d. 5 days
4. NGO, project & government department senior staff, key site managers	a. Language courses (available) b. Communication & presentation skills (available)	a. Variable in-country options b. Variable in-country options, normally 2-5 days
5. Technical conservation / research staff in government & NGOs (Database Officers, Waterbird Conservation Officers, Protected Area Research Officers, NGO Project Officers)	a. Database Management & analysis: practical application of data b. Inventory & assessment c. GIS & wetland mapping d. Species management & Conservation Action Plan development e. Bird migration studies f. Wetland ecology studies g. Wetland monitoring & evaluation	a. 5-10 days, potentially longer for key Database Managers b. 5 day, introductory c. 5 day, introductory d. 5-10 days e. 3-10 days; with telemetry f. 3-10 days; Tailor-made g. 5-10 days
6. Waterbird Conservation Networks (Scientists, volunteers, network coordinators, guides)	a. Network management b. Specialised waterbird modules (census, wader identification, etc) c. Basic waterbird census	a. 3 days workshop b. 3-5 days, including field training c. 1-3 days, mostly in field
7. Protected area personnel (Guards, guides, researchers)	a. Site surveillance (wetland focus) & threatened species b. Working with communities c. Welcoming visitors	a. At site, built into work programmes b. 2-3 days c. 1-2 days
8. Local Communities (Community leaders; local govt. officers, e.g. from Water Sector; youth club leaders, local teachers, women's groups, village cooperatives, local religious leaders)	a. Wetland values b. Wetland wise use c. Sustainable income-generation in wetlands d. Health promotion in wetland areas	a. 3 days b. 3 days c. 2-20 days; includes practical training courses d. 2-3 days, in cooperation with local health clinics
9. Education & Public Awareness (EPA) Officers, Teachers (In government or NGO, national or site level, school teachers)	a. Conservation Education (available) b. Raising awareness in wetlands c. Developing EPA materials d. Developing educational games	a. 1-4 weeks international course for key officers b. 5 days; includes case study site visits c. 5 days d. 5 days
10. Project / Partner Technical Staff & Administrators (e.g. project managers)	a. Project Development and writing proposals b. Project Management c. Writing reports & technical papers d. GEF Project Cycle e. GEF Project reporting	a. 3 days with regular follow-up support b. 3 days with regular follow-up support c. 2 days with follow-up support d. 3 days e. 2 days, with follow-up

Activity 1.2 Training and Awareness Raising Programme Development Workshop

Using the working consultation draft as a basis for discussion, a four-day workshop will be held to discuss and further develop the model Training and Awareness Raising Programme and to

review closely each module type in breakout groups. The full report provides details of an open-list of invitees which will be drawn from across the flyway and the focal sub-regions. They will focus in particular on key agencies currently involved in provision of training (government, academic, ngo), representatives of key stakeholder MEAs and key initiatives focusing on conservation of migratory waterbirds and wetlands.

Activity 1.3 Draft the first full version of the model programme

This will be produced by the project Capacity Development Officer (CDO) based on the results and recommendations of the workshop. It will be a full draft of all of the components and elements. There will be strong input from the selected sub-regions.

Activity 1.4 Review of the programme model draft

The Chief Technical Advisor (CTA) will be tasked with organising a full review of the model programme. An external reviewer will be contracted to review the model, and to provide recommendations. A Committee comprising members of the Project Steering Committee and delegates at the workshop outlined in Activity 1.1 will review these recommendations and provide the final feedback to the CTA and CDO.

Activity 1.5 Finalise the programme model

The CTA and CDO will lead the final production of the programme together with Wetlands International and BirdLife International. The programme will be published in the predominant language of each proposed focal region (English, French, Russian and Arabic). They will be disseminated to key Ramsar, Wetlands International and AEWA Focal Points globally to ensure that awareness of the model and is raised.

Table 3. Summary of the AEWA Level Outcome 1 Activities

Activities	Lead / Planning Details
Outcome 1. Transferable model Training and Awareness Raising Programme framework produced for developing wetland and waterbird conservation capacity.	
1.1 Develop a working draft of the model Training and Awareness Raising Programme	
Develop the draft Programme	Project CDO ¹ ; Project CTA ² ; input from consultant; build on model devised during PDF-B
Series of meetings with key training institutes	Project CDO; secure involvement & update partners on timetables
Translate, print & distribute first draft model	Project Secretariat ³
1.2 Training and Awareness Raising Programme Development Workshop	
Plan workshop	Project Secretariat
Hold Development Workshop	Project CDO;
1.3 Draft the first full version of the model programme	
Draft first full version of model	Project CDO; Project CTA; input from consultants where necessary
1.4 Review of the programme model draft	
Perform external review	Selected Consultant
Conduct a full review of the model programme	Committee formed from Project Steering Committee and selected expertise.
1.5 Finalise the programme model	
Prepare the final version of the programme model	Project CDO; Project CTA
Translate & print final model, and distribute to contributing partners / networks and to project sub-regional centres for wide dissemination	Project CDO / Secretariat; sub-regional programme centres

Key

1. Project CDO = Project Capacity Development Officer
2. Project CTA = Project Chief Technical Advisor
3. Project Secretariat – Project CTA and Assistant

Outcome 2. Wetland and waterbird conservation Training and Awareness Raising Programmes produced ready for implementation in four sub-regions.

The model programme will be used as the basis for the specification and development of Training and Awareness Raising Programmes for each of the four focal sub-regions. Specification of Programmes will be carried out through stakeholder consultation and overseen by a Sub-Regional Training Board composed of stakeholders. Generically, the process of sub-regional adaptation of the model programme will be similar between sub-regions, although the specific content will be different. The timing of this process for each region will be different, reflecting the different baseline levels of current wetland training initiatives and consequent relative ease of development in different sub-regions. Details of the timing of the process are presented in a Gantt chart (Annex M). A summary of the activities to achieve Outcome 2 is presented below in Table 4.

Activity 2.1 Establish 4 Sub-Regional Training Boards

Boards composed of stakeholders from each sub-region will be established to oversee development of the Programme. These will be serviced by sub-contracted organisations based in the sub-regions and will meet to review and approve the Training and Awareness Raising Programmes. The Sub-Regional Training Boards are not designed as bureaucratic or administrative structures, but as practical fora for participating in the process of sub-regional Programme development and implementation. Once the Programmes are successfully implemented it is envisaged that they will also be responsible for assuring quality, relevance and sustainability of the courses developed under the Programme. They will be asked to commit themselves to this as a condition for their involvement in the Board. The Terms of Reference of the Boards are provided in Annex I.

The Boards' composition will be sub-regional in nature, and representation from outside the sub-region is not generally expected. Boards will comprise members from partner organisations active in the field of wetland and / or waterbird conservation / research and / or (environmental) training and awareness in the sub-region. The maximum number of members is 12.

Activity 2.2 Design & Establish 4 sub-regional Training and Awareness Programmes

Staff of subcontracted sub-regionally based organisations will mediate this process, using the generic model Training and Awareness Raising Programme developed under Outcome 1. The model will serve as a template for sub-regional adaptation specified through consultation within each sub-region. The sub-regional Training Boards will maintain an oversight over the process providing guidance as necessary.

Each sub-region will produce a working draft sub-regional Training and Awareness Raising Programme, which will then be distributed widely to the main stakeholders in the sub-region prior to review during a sub-regional workshop. The draft will build on the findings from the PDF-B project review and allow for in-depth debate and refinement, with input from a wide range of partners from the sub-region. A key objective of the workshop will be to **prioritise** a list of potential modules and courses, The Programme budget will also be established together with targets for fundraising to implement the Programme.

The process of review and the workshop will include the participation of members of the Sub-Regional Training Board, representatives of Ramsar and AEWA, representatives from government agencies, international NGOs active in the sub-region in environmental training and / or wetlands and waterbird conservation, national NGOs active in environmental training and / or wetlands and waterbird conservation, academic / research institutes or universities active in

wetland and waterbird research, community representatives, alumni from the RIZA International Course on Wetland Management (ICWM) other stakeholder groups, and experts.

Activity 2.3 *Finalise 4 sub-regional Training and Awareness Programmes*

The programmes will be finalised by sub-regional sub-contractors under supervision and in consultation with the PCU, with input from partners in each sub-region. The final Programmes will be based on the outcomes of each sub-regional workshop and will need to be approved by each Sub-Regional Training Board. The final Training and Awareness Raising Programmes will then be published and disseminated to all stakeholder institutions in the sub-region. They will be published in the predominant languages of each sub-region and will be those that the courses are generally delivered in. These will be:

- Western (and Central) Africa: French & English
- Eastern (and Southern) Africa: English (& French)
- Central Asian and Caucasus States: Russian
- Arabic Middle East States: Arabic.

Where possible, matching funds will also be sourced for translation into other languages, notably Portuguese, Swahili and Farsi. Subsequent to publication, a series of awareness-raising meetings will also be held to publicise and explain the Programmes.

Activity 2.4 *Resource mobilisation for implementation of the sub-regional Programmes*

The responsibility for implementation of these sub-regional Programmes will then pass to the sub-regional stakeholders. The Project will not be responsible for this. However, the project will be committed to assisting these organisations in securing the necessary financing to do this. Staff from the lead contractors and subcontractors will work with stakeholder agencies to secure funds during the two years of the Programmes’ development. The target will be to launch the Programmes within one year of their development being completed.

Table 4 Summary of activities to achieve Outcome 2

Activities	Lead / Planning Details
Outcome 2: Wetland and waterbird conservation Training and Awareness Raising Programmes produced ready for implementation in four sub-regions.	
2.1 Establish 4 sub-regional Training Boards	
Informal meetings in region to establish board	Project CDO; 5 meetings, 3 days each
Organise & hold meetings	Project CDO; 1 st meeting of 3 days; rest 1-2 days. 15 members
Meeting reports	Project Secretariat
2.2 Design & Establish 4 Sub-regional Training and Awareness Programmes	
Produce draft regional programmes for consultation	Project CDO; Regional subcontractor
Review Workshops & prioritisation of courses	Project CDO; sub-contractors; 4-day workshop; 40 participants
2.3 Finalise 4 sub-regional Training and Awareness Programmes	
Prepare final draft for approval by Training Boards	Project CDO; Regional sub-contractor
Publish & print the Programmes	Regional subcontractors
Hold awareness-raising meetings to publicise & introduce the Regional Capacity Development Programmes	Project CDO; Regional subcontractor; local meetings, plus strategic short missions to 5 other countries
2.4 Resource mobilisation for implementation of the sub-regional Programmes	
Approach donors from outside the sub-regions (e.g. Western European Governments)	Lead Contractors, Project CDO
Approach donors in the sub-regions	Regional Subcontractors

Key: CDO Capacity Development Officer

NON-GEF PROJECT OUTCOMES AND ACTIVITIES

The implementation of the sub-regional Programmes will not be the responsibility of the GEF Project, although as noted above the project will assist stakeholders in fund-raising for this. The following sections serve to outline the main activities that are envisaged as being necessary for implementation. It is included to help illustrate the intended scope of the Programmes. The exact structure, content and implementation arrangements will be determined by the stakeholders, but it will be built on a similar approach to that summarised below.

Outcome 3. Technical capacity in, and awareness of wetland and waterbird conservation strengthened in four sub-regions.

Activity 3.1 Establish and staff 4 Sub-regional Programme Centres

The requirement for Sub-Regional Programme Centres (SRPC) with capable and enthusiastic staff is paramount to the overall success of the Training and Awareness Programmes; envisaged requirements specific to this are outlined here.

Sub-regional programme centres: SRPCs will be set up within existing offices in each focal sub-region. These centres will be carefully selected due to their sub-regional nature, their existing capacities and their sub-regional roles in training. Centres have not been formally identified and will be selected by the sub-regional stakeholders. However, based on the PDF-B phase review of training taking place in the AEWA area the following sub-regional centres are recommended:

- Western (and Central) Africa: Wetlands International West Africa Programme Office, Dakar, Senegal;
- Eastern (and Southern) Africa: Kenya Wildlife Service Training Institute (KWSTI), Naivasha, Kenya;

For the following sub-regions their lower capacity has made identification of appropriate centres more difficult; the following locations are presented as a starting point to be explored during the development of the respective Programmes.

- Arabic Middle East States: BirdLife International Middle East Regional Office or the Regional Training Unit of the Royal Society for the Conservation of Nature (RSCN), Jordan
- Central Asian and Caucasus States: Initially Wetlands International Russia Office, Moscow, to transfer to Central Asia in year 3.

Staff and Trainer Requirements at the Sub-Regional Programme Centres: Each SRPC should be staffed, in some cases by secondments from project partner sub-regional organisations. For the purposes of developing and executing the Training and Awareness Raising Programme, each sub-regional centre should engage a Coordinator, Capacity Development Officer, Logistics Officer, Waterbird Officer and Publicity Officer. These positions will range from full to part time. In addition to employed staff in the Project Centres, a network of project-associated trainers & consultants for contribution to Training and Awareness Raising Programme should be engaged through MOUs and sub-contracts on a consultancy basis.

Activity 3.2 Develop Training Courses and Awareness Schedules in 4 sub-regions

SRPCs should lead the development of training courses and awareness raising modules to fit into each Sub-regional Training and Awareness Raising Programme developed by the GEF project. Under Activity 3.3 of Table 5 the suite of modules that may potentially be needed in each sub-region is outlined, together with proposed details of duration, planning, timing, venue and

description. The Table encapsulates the main training needs identified in the PDF-B. This is an **absolute upper limit** to the number that might be required in each sub-region; it is envisaged that far less than this will be necessary and practically possible due to funding constraints. The actual number of modules that will be developed and implemented will be lower once Sub-Regional Training Boards and local stakeholders prioritise their needs against this (Activities under Outcome 2).

This will be an ongoing process starting at Programme implementation, with specific courses/modules being put together before each course is held, based on sub-regionally generic syllabuses and guidelines. For each course, this will include identification of appropriate case studies, development of materials and a trainee pack, evaluation sheets and a strategy for measuring post course/module impact.

Activity 3.3 Implement Training and Awareness Programmes in 4 Sub-regions

A wide range of training courses and awareness raising initiatives should take place, based on the modules provided in Table 3 and schedule provided in Table 5. The schedule includes suggestions for locations of courses and modules and their duration to provide a starting point in the thinking of stakeholders for the design of their Programmes.

Activity 3.4 Implement Awareness Schedules in 4 sub-regions

Sub-Regional Programme Centres will implement awareness schedules. These will act as information awareness raising events and as mechanisms to publicise the Capacity Development Programmes and courses / modules in each region. Sub-regional awareness schedules could include:

- **Series of seminars for different target groups.** Including 1-day seminars decision-makers, ‘wetlands & migratory waterbirds’ seminars for university students & special interest groups.
- **Awareness materials for different target groups.** Expected outputs include calendars, sub-regional newsletters, T-shirts and posters. Modules will be developed aimed at supporting networks and partners in the selection, design and production of awareness materials.
- **Supporting and promotional materials for training courses.** Training materials greatly enhance the effectiveness of training.
- **Popular awareness-raising events (e.g. to celebrate World Wetlands Day).** Popular events will be co-organised and co-supported at the sub-regional level, especially to mark the annual World Wetlands Day.
- **Broadcasts on radio & TV / audio-visual outputs.** Radio is an important medium for awareness-raising in all focal sub-regions. The Sub-regional Training Officers will meet with radio & TV stations to investigate options for broadcasts. Each SRPC will also manage a small budget for production of audio-visual outputs.
- **Outreach meetings, especially around key sites.** For community and other meetings around key sites within the four focal regions. Such meetings will take place from year 2 onwards, by when at least principal key sites will have been identified during Component 1.

Activity 3.5 Establish 4 sub-regional Training Networks, supported through ‘Training of Trainers’ programmes

Trainers should be selected through liaison with partners in each sub-region, including universities, NGOs, government agencies and consultants. Each Sub-Regional Programme Centre

should establish sub-regional networks of trainers associated with the project and develop their capacity through ‘Training of Trainers programmes’. The Centres should then call upon these networks for direct input to the ongoing development and implementation of the Training and Awareness Raising Programmes, including the design and delivery of course modules. This will ensure that, a functioning network of trainers develops in each sub-region.

If agreed by sub-regional stakeholders during specification of their Training and Awareness Raising Programme, a small number of trainers could receive training support through participation in an established international degree or other specific courses. Such trainers could then become key project trainers. These trainers would work within established project partners, and would be seconded to the project on a part-time basis. This system will benefit both the project, which will have ‘permanent’ access to a limited number of known expert trainers without the need to employ them, and the partner agency, which would receive significant institutional strengthening. This would help develop Programme sustainability.

Activity 3.6 Develop Sustainability Strategies in 4 sub-regions

The strategy for implementation of the sub-regional Training and Awareness Raising Programmes should be designed to ensure the Programmes are sustainable with a long-term future. The key sustainability principles that could be threaded through the programme are summarised below. Sustainability Strategies for the Training should be developed that seek to engage partner and donor organisations in ongoing funding and support, and will also investigate options for building components of the Programmes into regular government agendas.

In addition, it is recommended that each Sub-Regional Training Board, in coordination with the Regional Capacity Development Officers, establish a ‘**Training and Awareness Raising Programme Fund**’ and fund-raising portfolio. This will enable local fund-raising to take place for a range of activities, such as specific courses, a programme of linked courses, module development and/or specific participants. Revenue from courses and donations should be invested in this fund for the purposes of future training events. Such funds may not be suitable in every region, and this issue will remain a flexible option for consideration by each Sub-Regional Training Board.

The sub-regional Training Boards established during the Programme development phase funded by GEF should be continued during the implementation phase. Their own capacity should also be sought to be developed through exchanges with other sub-regional Training Boards and pre-existing Boards such as that which oversees the RIZA International Course on Wetland Management.

Activity 3.7 Monitoring and evaluating Programme success.

Monitoring and evaluating the success of training and awareness raising will be essential for the purposes of review / improvement of the Programmes. The impacts of the Training and Awareness Raising Programmes should be measured through the verification of impact or performance indicators. These should be designed to measure the achievement of trainees following training and the impact on their wetland and migratory waterbird related activities. To collect information to verify indicators at the sub-regional level, contact should be maintained with trainees after their courses to assess, over time, the usefulness of courses to their work situations. In such cases tools and actions for measuring capacity development could include

- Trainee’s Terms of Reference and responsibilities;
- Trainee questionnaires one and three years after training;
- Trainee participation in national and sub-regional exchange networks;

- Involving trainees in other aspects of the project;
- Trainee participation in sub-regional conferences etc.

To evaluate the success of specific modules and courses, tools for measuring capacity development should be developed during the module development phase (Activity 3.1), with specific indicators for each course. These will be based largely on ‘interviews’ with former trainees and with their colleagues and line managers. They are not designed as examinations, but as constructive dialogues.

Refinement of the indicators and review of the Programmes should be facilitated by periodic Programme evaluation workshops, where experiences will be shared between the main participating agencies and stakeholders. They should involve members of each Sub-Regional Training Board, trainee trainers, project staff and appropriate international partners.

Sustainability Principles within the Strategy

The following principles of sustainability should be addressed :

- Training and awareness should operate through existing structures; i.e. no new major offices or centres should be established; the Programmes should build on and work with existing initiatives in each sub-region.
- Regional Programme development should be achieved through close consultation with sub-regional stakeholders giving them ownership of the process.
- Capacity of the Training Boards should be developed through exchange programmes with existing Boards;
- Existing partners in each sub-region already closely involved in training and awareness should host the Sub-regional programme centres.
- Training should result in sustainable capable networks of people, available for implementing wetland and waterbird conservation.
- Training of trainers should develop capacity of trainer networks and project and partner staff. This will ensure that their capacity is more likely to remain within the sub-regions.

Table 5. Summary schedule of the activities to be carried out in each sub-region to achieve Outcome 3, including the potential training and awareness modules.

NOTE: ALL VENUES ARE PROPOSALS ONLY.

Activities	Western (& Central) Africa		Eastern (& Southern) Africa		Central Asia & Caucasus States		The Middle East	
	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description
Outcome 3. Technical capacity in, and awareness of wetland and waterbird conservation strengthened in four sub-regions.								
Establish & equip functional project centre		Project CTA; Regional Coordinator; Project CDO						
Select staff (interviews etc)		Regional Coordinator; Project CTA; Project CDO; advertise in sub-region						
Staff Training		Project CDO; Training needs analysis of selected staff; conduct short trainings as appropriate						
Identify training venues		Regional CDO ⁴ ; meetings & MoUs developed						
3.2 Develop Training Courses and Awareness Schedules in 4 sub-regions								
Develop content of wetland management courses		Project CDO, Project CTA, RIZA						
Develop content of & materials for training courses		Regional CDO / WO ⁵ / staff / partners						
3.3 Implement Training & Awareness Programme in four sub-regions								
Wetland Management Training Course (multi-disciplinary course including catchment / water management and wise / sustainable use modules).	6 week regional course based on ICWM for wetland managers; invite applications also from all francophone countries of Africa	Saint-Louis, Senegal. Investigate or Garoua, Cameroon	6 week regional EAWMC for wetland managers; invite applications also from all Anglophone countries of Africa	Naivasha & coast, Kenya. Kampala, Uganda in Year 3-5.	6-week regional course based on ICWM for wetland managers.	venue to be selected in yrs 1-2 of project.	6 week sub-regional course based on ICWM for wetland managers; invite applications also from North Africa	held at Regional Training Unit, Amman, Jordan.
Catchment trans-boundary wetland management	5 days regional course for managers of trans-boundary sites	Senegal Valley focus;; Niger Basin focus;; Lake Chad Basin focus	5 days regional course for managers of trans-boundary sites	Lake Victoria focus; Nile Basin focus; Zambezi Basin focus	5 days regional course for managers of trans-boundary / basin sites	Caspian Sea focus; Aral Sea focus		

Activities	Western (& Central) Africa		Eastern (& Southern) Africa		Central Asia & Caucasus States		The Middle East	
	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description
Integrated Coastal Zone Management	5 days: 2 regional & one national course for managers of coastal sites	West Africa seaboard: at Saloum/Niumi demo ¹ site; Cape Verde; Gulf of Guinea	5 days: 2 regional & one national course for managers of coastal sites; technical lead by SEACAM	East Africa seaboard: at Dar es Salaam demo site; Seychelles; Red Sea			5 days: 1 sub-regional course (collaborate with PERSGA); & two national courses for coastal site managers	Jeddah, Saudi Arabia; Oman; Yemen (Aden Lagoons)
Working with communities	2-3 days course for protected area managers & others; site and national level courses	Regional course at Hadejia Nguru demo site, Nigeria. 1 national course p.a., countries chosen by Training Board	2-3 days course for protected area managers & others; site and national level courses	regional course at Dar es Salaam demo site, Tanzania. 1 national course p.a., countries chosen by Training Board	2-3 days course for protected area managers & others; site and national level courses	1 national course p.a., countries chosen by Training Board	2-3 days course for protected area managers & others	Sub-regional course at Aden Lagoons demo site
Wetland values (for local communities)	3 days course at site / national level for 20 participants	Namga-Kokorou & Saloum-Niumi demo sites. Focus on community leaders	Two 3-day courses at site / national level for 20 participants each	Training Board to select sites. Focus on community leaders	5 day regional course at for 30 participants	Kazakhstan. Focus on community leaders	5 day sub-regional course at for 30 participants	Training Board to select sites. Focus on community leaders
Wetland wise use (for local communities)	3 days course at site / national level for 20 participants	Hadejia-Nguru & Bijagos (Guinea-Bissau); focus on community leaders	3 days course, one at site level, one at national level for 20 participants each	Regional Training Board to select sites; focus on community leaders	3 days course, one at site level, one at national level for 20 participants each	Training Board to select sites; focus on community leaders	3 days course, one at site level, one at national level for 20 participants each	Training Board to select sites; focus on community leaders
Sustainable income-generation in wetlands (for local communities)	2 days theory; plus options of practical training courses up to 2.5 weeks.	Focus on women's groups; different site each year; Training Board to select case studies.	2 days theory; plus options of practical training courses up to 2.5 weeks.	Focus on women's groups; different site each year; Training Board to select case studies.	2 days theory; plus options of practical training courses up to 2.5 weeks.	Focus on women's groups; different site each year; Training Board to select case studies.	2 days theory; plus options of practical training courses up to 2.5 weeks.	Focus on women's groups; different site each year; Training Board to select case studies.
Socio-economic valuation	5 days; focus on training trainers across region; 1 regional course, 20 participants	Mopti, Mali	5 days; focus on training trainers across region; 1 regional course, 20 participants	Entebbe, Uganda	5 days; focus on training trainers across region; 1 regional course, 20 participants	Kazakhstan	5 days; focus on training trainers across region; 1 sub-regional course, 20 participants	Syria; case study of Euphrates

¹ GEF project Demonstration projects should be used as locations for training and awareness activities where they can add value to the courses and can provide suitable facilities.

Activities	Western (& Central) Africa		Eastern (& Southern) Africa		Central Asia & Caucasus States		The Middle East	
	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description
Health promotion in wetland areas (for local communities)	2-3 days courses, in cooperation with local clinics; emphasis on wetland-borne diseases / wetland village sanitation	Test course in Inner Niger Delta (Mali) & Niger Delta (Nigeria); Course available for other users	2-3 days courses, in cooperation with local clinics; emphasis on wetland-borne diseases / wetland village sanitation	Test course in Lake Malawi & Lake Victoria (in Tanzania); Course available for other users	2-3 days courses, in cooperation with local clinics; emphasis on wetland-borne diseases / wetland village sanitation	1 course each year at different sites; one on Caspian Sea, one on Aral Sea	2-3 days courses, in cooperation with local clinics; emphasis on wetland-borne diseases / wetland village sanitation	1 course each year at different sites;
Wetland Policy Development regional workshops	5 days, 30 participants	West Africa (Senegal); Central Africa (Gabon)	5 days, 30 participants	East Africa (Uganda); Southern Africa (Zambia)	5 days, 20 participants	C. Asia (Uzbekistan); Caucasus S. (Armenia)	5 days, 30 participants	RTU ¹⁸ , Amman, Jordan
Wetland Policy Development national workshops	5 days, 30 participants	Senegal; Nigeria; Congo (Brazzaville)	5 days, 30 participants	Kenya; South Africa; Mozambique	5 days, Participants: 30 (Russia); 20 (Armenia)	Russia; Armenia	5 days, 30 participants	Iran; Jordan
Implementing Multilateral Environment Agreements	1 day seminars for national Ramsar & AEWA committees	CPS to Ramsar & AEWA	1 day seminars for national Ramsar & AEWA committees	CPS to Ramsar & AEWA	1 day seminars for national Ramsar & AEWA committees	CPS to Ramsar & AEWA	1 day seminars for national Ramsar & AEWA committees	CPS to Ramsar & AEWA
Implementing Multilateral Environment Agreements – catchment perspectives	5 day course targeted at catchment-based groupings:	West Africa seaboard; Niger River Basin; Gulf of Guinea	5 day course targeted at catchment-based groupings	Lake Victoria; East African seaboard; Zambezi River	5 day course targeted at catchment-based groupings:	Caspian Sea; Aral Sea	5 day course targeted at catchment-based groupings:	The Gulf; Red Sea
Role of key sites in international conservation	1-2 day seminars (for local authority heads & community leaders)	1 seminar per year at selected sites; make use of demonstration sites	1-2 day seminars (for local authority heads & community leaders)	1 seminar per year at selected sites; make use of demonstration sites	1-2 day seminars (for local authority heads & community leaders)	1 seminar per year at selected sites	1-2 day seminars (for local authority heads & community leaders)	1 seminar per year at selected sites; make use of demonstration site
MSc in e.g. Conservation / Limnology & Wetland Ecosystems (available)	12-18 months; practical thesis to be carried out in region; focus on training trainers	1 key staff or partner; 1 key staff or partner	12-18 months; practical thesis to be carried out in region; focus on training trainers	1 key staff or partner; Year 4: 1 key staff or partner	12-18 months; practical thesis to be carried out in region; focus on training trainers	1 key staff & 1 partner	12-18 months; practical thesis to be carried out in sub-region; focus on training trainers	1 key staff or partner; 1 key staff or partner
Specialist wetland courses (available)	3-4 months; focus will be on training trainers	2 persons per year; Board to select candidates	3-4 months; focus will be on training trainers	2 persons per year; Board to select candidates	3-4 months; focus will be on training trainers	2 persons per year; Board to select candidates	3-4 months; focus will be on training trainers	2 persons per year; Board to select candidates

Activities	Western (& Central) Africa		Eastern (& Southern) Africa		Central Asia & Caucasus States		The Middle East	
	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description
Wetland inventory & assessment	5 day introductory practical national courses for 15-20 participants, held at GEF demo sites	Use GEF demo sites PNBA, Mauritania; Namga-Kokorou, Niger; Saloum-Niumi, Senegal; Hadejia-Nguru, Nigeria	5 day introductory national courses for 15-20 participants	Use GEF demo sites Dar es Salaam Tanzania; Wakkerstroom, S Africa	5 day introductory national courses for 15-20 participants	Sevan, Armenia; Tengiz, Kazakhstan	5 day introductory national courses for 15-20 participants	Aden Lagoons, Yemen (GEF demo site); United Arab Emirates
GIS & wetland mapping	5 day, introductory	: West Africa; Central Africa	5 day, introductory	East Africa; Southern Africa	5 day, introductory	C. Asia (Kazakhstan); Caucasus S (Azerbaijan)	5 day, introductory	RTU, Jordan
Wetland Monitoring & Evaluation	5-10 days; focus on training trainers across region; 1 regional course, 20 participants	Centre for African Wetlands, Accra, Ghana	5-10 days; focus on training trainers across region; 1 regional course, 20 participants	Naivasha, Kenya	5-10 days; focus on training trainers across region; 1 regional course, 20 participants	Turkmenistan	5-10 days; focus on training trainers across region; 1 sub-regional course, 20 participants	RTU, Jordan
Training course facilitation / conservation education	1-4 weeks; training of trainers	Developing trainer capacity	1-4 weeks; training of trainers	Developing trainer capacity	1-4 weeks; training of trainers	Developing trainer capacity	1-4 weeks; training of trainers	Developing trainer capacity
Training course facilitation / conservation education	1 week regional course; 20 participants	Dakar, Senegal	1 week regional course; 20 participants	GEF Demonstration project, near Dar es Salaam, Tanzania	1 week regional course; 20 participants	Uzbekistan	1 week sub-regional course; 20 participants	RTU, Jordan
Ecotourism / Visitor management & attraction	5 days regional course for 20 participants	GEF demo site at Banc d'Arguin demonstration site	5 days regional course for 20 participants	Naivasha, Kenya (with visit to Nakuru)	5 days regional course for 20 participants	at Lake Sevan, Armenia	5 days sub-regional course for 20 participants	at Aden Lagoons GEF demonstration site, Yemen
Language courses (available)	Variable in-country options; key project & partner staff will receive training in English or French	Ongoing:	Variable in-country options; key project & partner staff will receive training in French or English	Ongoing	Variable in-country options; key project & partner staff will receive training in English	Ongoing	Variable in-country options; key project & partner staff will receive training in English	Ongoing
Communication & presentation skills (available)	Key project & partner staff will receive in-country training, normally 2-5 days	Ongoing:	Key project & partner staff will receive in-country training, normally 2-5 days	Ongoing	Key project & partner staff will receive in-country training, normally 2-5 days	Ongoing	Key project & partner staff will receive in-country training, normally 2-5 days	Ongoing

Activities	Western (& Central) Africa		Eastern (& Southern) Africa		Central Asia & Caucasus States		The Middle East	
	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description
Database Management & analysis: practical application of data	5-10 days regional course, 15-20 participants; longer in-house training longer for key Database Managers	Dakar, Senegal (focus on database set-up/management); Dakar, Senegal (focus on data analysis)	5-10 days regional course, 15-20 participants; longer in-house training for key Database Managers; in partnership with NMK (yr2&4) & WWT (yr2)	Nairobi, Kenya (focus on database set-up/management); Nairobi, Kenya (focus on data analysis)	5-10 days regional course, 15-20 participants; longer in-house training longer for key Database Managers	Uzbekistan (focus on database set-up/management); Uzbekistan (focus on data analysis)	5-10 days sub-regional course, 15-20 participants; longer in-house training longer for key Database Managers	RTU, Jordan (focus on database set-up/management); RTU, Jordan (focus on data analysis)
Species management & Conservation Action Plan (CAP) development	5-10 days regional course for NGO staff & national species managers	d'Azagny Ramsar Site, Côte d'Ivoire.	5-10 days regional course for NGO staff & national species managers, in collaboration with BirdLife Africa Species Working Group	Lake Victoria, Uganda	5-10 days regional course for NGO staff & national species managers	Russia, in collaboration with WI-Moscow Office	5-10 days sub-regional course for NGO staff & national species managers	RTU, Jordan.
Bird migration studies	3-10 days regional course for researchers; with telemetry	Mopti, Mali	3-10 days regional course for researchers; with telemetry; in collaboration with ADU	Wakkerstroom GEF demonstration site, South Africa	3-10 days regional course for researchers; with telemetry	Russia; field visit in breeding areas.	3-10 days sub-regional course for researchers; with telemetry	Year 4: Saudi Arabia
Wetland ecology studies (catchment perspective)	3-10 days national / Catchment level courses; Tailor-made	1 course per year; Focus on demonstration sites, e.g. Hadejia-Nguru	3-10 days national / Basin level courses; Tailor-made	: 1 course per year; Focus on Lake Naivasha and 2 project demonstration sites.	3-10 days national / Basin level courses; Tailor-made	1 course per year; 1 site C. Asia; 1 site Caucasus S.	3-10 days national courses; Tailor-made	1 course per year; 1 at project demonstration site.
International policy & action for waterbirds Seminars	1 day seminars, about 30 participants	2 countries per year	1 day seminars, about 30 participants	2 countries per year	1 day seminars, about 30 participants	2 countries per year	1 day seminars, about 30 participants	2 countries per year
Network management (enthusing / managing volunteers etc)	3 days workshop for National AfWC & IBA coordinators and project & partner staff; 20 participants per course	1 course per year, hosted by partner organisations	3 days workshop for National AfWC & IBA coordinators and project & partner staff; 20 participants per course	1 course per year, hosted by partner organisations	3 days workshop for National IWC & IBA coordinators and project & partner staff; 20 participants per course	1 course per year, hosted by partner organisations	3 days workshop for National IWC & IBA coordinators and project & partner staff; 20 participants per course	1 course per year, hosted by partner organisations
Specialised waterbird modules (census, wader identification etc)	3-5 days courses for 15-20 participants, including field training; 2 regional & 2 national courses	1 course per year; different venue each time, hosted by partner; make use of demonstration sites	3-5 days courses for 15-20 participants, including field training; 2 regional & 2 national courses	1 course per year; different venue each time, hosted by partner	3-5 days courses for 15-20 participants, including field training; 1 regional & 2 national courses	1 course per year; different venue each time, hosted by partner	3-5 days courses for 15-20 participants, including field training; 1 sub-regional & 2 national courses	1 course per year; different venue each time, hosted by partner
Basic waterbird census	1-3 days site and national level courses, mostly in field	Training combined with January AfWC surveys	1-3 days site and national level courses, mostly in field	Training combined with January AfWC surveys	1-3 days site and national level courses, mostly in field	Training combined with January IWC surveys	1-3 days site and national level courses, mostly in field	: Training combined with January IWC surveys

Activities	Western (& Central) Africa		Eastern (& Southern) Africa		Central Asia & Caucasus States		The Middle East	
	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description
Site surveillance (wetland focus)	Organised locally at protected areas, & built into site work plans	Ongoing: timing up to site partners; test module in demonstration sites	Organised locally at protected areas, & built into site work plans	Ongoing: timing up to site partners; test module in demonstration sites	Organised locally at protected areas, & built into site work plans	Ongoing: timing up to site partners; test module in demonstration sites	Organised locally at protected areas, & built into site work plans	Ongoing: timing up to site partners; test module in demonstration sites
Welcoming visitors	1-2 days course module for site-level training; integration into site work plans	Ongoing, decided by site managers; promote use of Banc d'Arguin demo site.	1-2 days course module for site-level training; integration into site work plans	Ongoing, decided by site managers; promote use of Dar es Salaam demo site.	1-2 days course module for site-level training; integration into site work plans	Ongoing, decided by site managers.	1-2 days course module for site-level training; integration into site work plans	Ongoing, decided by site managers; promote use of Aden Lagoons demo site
Conservation Education (available)	1-4 weeks international course for key officers	ICCE, UK or in France	1-4 weeks international course for key officers	ICCE, UK	1-4 weeks international course for key officers	ICCE, UK or in Moscow	1-4 weeks international course for key officers	probably at ICCE, UK
Raising awareness in wetlands	5 days course for field EPA / Training officers; includes case study site visits; 15 participants	Burkina Faso	5 days course for field EPA / Training officers; includes case study site visits; 15 participants	Dar es Salaam demo site	5 days course for field EPA / Training officers; includes case study site visits; 15 participants	Turkmenistan	5 days course for field EPA / Training officers; includes case study site visits; 15 participants	UAE
Developing EPA materials	5 days regional course for EPA officers (govt & NGO); 15 participants	Cape Verde	5 days regional course for EPA officers (govt & NGO); 15 participants	Kampala, Uganda (with Nature Uganda and Uganda Wetlands Programme)	5 days regional course for EPA officers (govt & NGO); 15 participants	Georgia	5 days sub-regional course for EPA officers (govt & NGO); 15 participants	RTU, Jordan
Developing educational wetland games	5 days regional course for EPA officers (govt & NGO); 15 participants	Niger	5 days regional course for EPA officers (govt & NGO); 15 participants	Addis Ababa, Ethiopia, (with Ethiopian Wildlife & Natural History Society)	5 days regional course for EPA officers (govt & NGO); 15 participants	Russia	5 days sub-regional course for EPA officers (govt & NGO); 15 participants	RTU, Jordan
Project Development and writing proposals	3 day course for project development officers, especially in national NGOs, with regular follow-up support	Dakar, Senegal (regional course); National courses; countries prioritised by Training Board	3 day course for project development officers, especially in national NGOs, with regular follow-up support	Naivasha, Kenya (regional course); National courses; countries prioritised by Training Board	3 day course for project development officers, especially in national NGOs, with regular follow-up support	zbekistan (regional course); National courses; countries prioritised by Training Board	3 day course for project development officers, especially in national NGOs, with regular follow-up support	RTU, Jordan (sub-regional course); National courses; countries prioritised by Training Board
Project Management	3 day course for project managers, with follow up	Univ. of Ouagadougou (regional course)	3 day course for project managers, with follow up	KWSTI (regional course)	3 day course for project managers, with follow up	Project regional centre (regional course)	3 day course for project managers, with follow up	RTU, Jordan (sub-regional course)
Writing reports & technical papers	2 day course with follow-up support for staff & partners	Dakar, Senegal	2 day course with follow-up support for staff & partners	Naivasha, Kenya	2 day course with follow-up support for staff & partners	Project regional centre	2 day course with follow-up support for staff & partners	RTU, Jordan
GEF Project Cycle	3 days course for project & partner staff, especially NGOs	Dakar, Senegal	3 days course for project & partner staff, especially NGOs	Naivasha, Kenya	3 days course for project & partner staff, especially NGOs	Uzbekistan	3 days course for project & partner staff, especially NGOs	RTU, Jordan

Activities	Western (& Central) Africa		Eastern (& Southern) Africa		Central Asia & Caucasus States		The Middle East	
	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description	Lead / Planning Details	Venue / Description
GEF Project reporting	2 day course for project & partner staff; in-house follow-up training	Year 2 & 5: Dakar, Senegal	2 day course for project & partner staff; in-house follow-up training	Year 2 & 5: Naivasha, Kenya	2 day course for project & partner staff; in-house follow-up training	Year 4: Kazakhstan	2 day course for project & partner staff; in-house follow-up training	Year 5: RTU, Jordan
3.4 Implement Awareness Schedules in 4 sub-regions								
Awareness-raising seminars			Regional CDO					
Develop, produce & disseminate awareness materials			Regional CDO with Regional PO					
Supporting & promotional materials for training courses			Regional CDO with Regional PO					
Co-organise/ support popular awareness-raising events			Regional CDO with Regional PO					
Radio & TV broad-casts / audio-visual outputs			Regional CDO					
Outreach meetings around key sites			Regional CDO with training & extension networks					
Produce 'Flyway games'			Regional CDO with Regional PO					
Publish Training modules and other training outputs			Regional CDO with training network					
3.5 Establish 4 sub-regional Training Networks, supported through 'Training of Trainers' programmes								
Train trainers for leading Training Programme			Details included in 3.1					
3.6 Develop Sustainability Strategies in 4 sub-regions								
Develop & print Programme portfolios and sustainability strategies			Regional CDO; staff / partners develop text & illustrations					
Organise fund-raising seminars & meetings with donors			Regional CDO; Regional Coordinator					
Meetings for integrating programme elements into existing structures			Regional CDO & Regional Coordinator					
3.7 Monitoring and evaluating Programme success.								
Contribute info to EPA outputs (e.g. website / intranet)			Project staff, board & partners					
Participate in Exchange Workshop 1			5 participants from West Africa; 1 week in all					
Participate in Exchange Workshop 2			5 participants from West Africa; 1 week in all					

ANNEX 8-H: PROJECT COMMUNICATIONS STRATEGY

ENHANCED AVAILABILITY AND EXCHANGE OF INFORMATION THROUGH IMPROVED COMMUNICATIONS CAPACITY.

The following document is provided as extra detail to explain the proposed activities under Component 3. It has been developed as a separate strategy during the PDF-B project. It focuses on the communications and information exchange capacity needs to enhance the conservation of migratory waterbirds and the sites they depend on.

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OVERALL RATIONALE

The conservation of migratory waterbirds has inherently international elements that require collaboration and cooperation between practitioners along flyways. A key element of this is that information, resources and experiences can be relatively easily exchanged and management and planning be informed by and be reactive to these. Currently in the project area there are communication mechanisms that provide opportunities for this to take place but they are often specifically associated with either waterbird or wetland resources and not migratory waterbird issues which combine elements of both and add an extra dimension related to linkage between sites. From the perspective of flyway management and planning, communication between practitioners and availability of resources is an important element of enabling the linkage to be accommodated. The former providing the mechanism and the latter the necessary information.

Much information on site and species management exists in the project area and this project is adding to this. Both the site network and training and awareness raising programmes provide mechanisms for publicising the initiatives and generating related materials. However, there is an additional need for mechanisms to enable direct exchange of experiences for specific target groups and between them. Activities presented in this strategy provide an opportunity for this through the implementation of demonstration projects addressing specific elements of best practice, the enhancement of existing international communications mechanisms to improve exchange of information and opinion and through the establishment of an exchange programme to enable practitioners from a variety of target groups to learn from others across the flyway.

Activities to achieve this are structured under the following four objectives:

- 1 To make demonstrations of best practice management of migratory waterbirds and wetlands available across the flyway
- 2 To strengthen mechanisms for governments and NGOs to communicate between themselves and with each other.
- 3 To establish mechanisms of exchange between and within sub-regions for improved flyway-level management of migratory waterbirds and wetlands.
- 4 To improve understanding and implementation of wise-use of migratory waterbirds and wetlands by stakeholders in focal sub-regions.

OBJECTIVES AND RATIONALE

Objective 1: To make demonstrations of best practice management of migratory waterbirds and wetlands available across the flyway

Practitioners in wetland and waterbird wise use and management can benefit enormously from practical demonstrations of activities. Demonstrations can act as stimuli for practitioners to adopt new approaches and methods and as examples that provide opportunities to learn lessons from others' successes and failures. This can be achieved both from site visits such as through use of sites and facilities for workshops/courses, exchange visits and as a basis for publication of relevant information. Examples providing valuable information and context for use as demonstrations exist in the project area but often information is difficult to obtain and access to sites and staff can be difficult to secure. This is because projects are not normally planned with demonstration as a significant element and so have little time or financial resources available for this. Also, once an initiative is complete it is hard to gain access to the appropriate information and people.

There is a need for demonstrations of aspects of best practice management across the flyway that can both provide generic lessons learned from execution of site and species management initiatives and specific examples of approaches within environmental and cultural contexts that might be specific to different areas or sub-regions of the flyway.

Objective 2: To strengthen mechanisms for governments and NGOs to communicate between themselves and with each other.

Flyway conservation by its very nature entails international cooperation and coordination, which enables planning and management activities in one part of a flyway to be aware and responsive to those taking place in another part of the flyway. Furthermore practitioners need access to resources, awareness of events and opportunities to exchange opinion. Currently there are communications tools providing limited capacity to perform this role but predominantly they are not designed with a flyway conservation role in mind. Existing information on training and awareness raising opportunities are often circulated through networks of practitioners that are not specifically concerned with migratory waterbird issues.

Activities will support both existing needs for better communications for practitioners involved in migratory waterbird conservation and support project activities during and beyond the project. They will address government, NGO and site-based decision-makers and practitioners responsible for the conservation of migratory waterbirds and their critical sites. Where possible, tools will build on existing communications capacity and link with existing initiatives such as the AEWA, Ramsar Convention, Wetlands International and BirdLife International web sites and information dissemination mechanisms.

Objective 3: To establish mechanisms of exchange between and within sub-regions for improved flyway-level management of migratory waterbirds and wetlands.

The planning and management of sites of critical importance to migratory waterbirds is carried out by practitioners who often have similar issues to resolve but have relatively little direct contact to discuss these and learn from one another. An exchange programme can facilitate this. Individuals and groups from one part of the flyway can visit others in different parts of the flyway, where their migratory species will travel. This can result in exchange of experiences, information, resources and ultimately the development of informal networks that will continue beyond the end of the visit.

A Programme will be established to enable practitioners to exchange experiences in wetland and waterbird wise use and management both within their own regions and elsewhere, especially along flyways. Exchange between and within sub-regions will complement the sub-regional Training and Awareness Programme developed under Component 2 and will also foster the development and growth of flyway-level networks, building on Component 1 of the project. Structural arrangements will encourage people in different sub-regions to participate in sub-regional and flyway level networks and to learn from the practical exchange of experiences and the transfer of know-how. A variety of different approaches will enable project stakeholders to be involved in the development of the flyway networks.

The programme will offer funding to initiate exchange and structure within which it should work. Part of the programme will focus on the generation of co-financing to enable the Programme to develop. Other agencies, particularly in Europe, are anticipated to offer co-support to the evolving networks.

Objective 4: To improve understanding and implementation of wise-use of migratory waterbirds and wetlands by stakeholders in focal sub-regions.

The AEWA and Ramsar Convention provide international frameworks for the protection of migratory waterbirds and wetlands. They support these with practical guidance and information on how best to use these resources wisely. Despite this there are still considerable steps that need to be taken to ensure that organisations in the project area comply with the principles of wise use. This is particularly concentrated in the focal sub-regions of the project where communications are poor and resources are often inaccessible due to language. In particular there is relatively low accession to the two MEAs, poor provision of resources in regionally appropriate languages and insufficient capacity in the respective Secretariats to fully service these particularly needy sub-regions.

A series of activities will be carried out that will both better communicate wise use guidance and information and develop sustainable capacity in the region to supplement the role of the MEAs in these sub-regions.

Outcomes and Activities

The previous section has described the objectives and their underlying rationale for the strategy. The Outcomes and activities that follow link direct to the objectives. Links between activities/outcomes within this strategy and other reports/strategies under the PDF-B project are highlighted.

Outcome 1: Demonstrations of best practice management of migratory waterbirds and wetlands available across the flyway.

Specific aspects of best practice management implemented across the project area will provide demonstrations for practitioners across the flyway area. A publication summarising the projects and describing the lessons learned from their implementation will be produced and available across the flyway. In addition the demonstration projects will be integrated into training, awareness raising and exchange aspects of the project further enhancing the dissemination of the demonstration value.

Activity 1: Implementation of demonstration projects in eleven sites

Eleven demonstration projects located in twelve different countries in the AEWA region will be implemented (see Annex G for full details). Each focuses on a specific element of best practice management that has demonstration value. Each project will be executed over a period of three to five years and activities have been designed to ensure that lessons learned can be disseminated within the AEWA area. Sites will be proposed as locations for training and awareness raising where their activities coincide with the focus of the courses and workshops. They will also be used as foci for exchange programmes. Strategies for disseminating lessons learned will also be developed in conjunction with other activities under the communications strategy so that information is accessible and practitioners are aware of it.

Activity 2: Publication of a book summarising the lessons learned from the demonstration project activities.

The demonstration projects will form important nodes for exchange of information and examples of wise use for the whole flyway. Many of the results and lessons learned will be shared through the web-site, email discussion forum and newsletter. However, a summary of the lessons learned for the projects as a whole will also be an invaluable resource. The publication will be written in chapters addressing specific types of best practice (i.e. not in a case study by case study format). This will enable the lessons learned for other practitioners to be more easily highlighted. And generate a shorter and more easily read book.

Table 1: Summary of Outcome 1 Activities²

Activities	Lead / Planning Details	Timing / Venue / Description
Outcome 1. Demonstrations of best practice management of migratory waterbirds and wetlands available across the flyway.		
Activity 1 Execution of demonstration projects.		
Haapsalu-Noorotsi Bay, Estonia	WI and the local executing agency (see Annex G)	See Annex G
Biharugra's Ponds, Hungary	BLI and the local executing agency (see Annex G)	See Annex G
Nemunas Delta, Lithuania	WI and the local executing agency (see Annex G)	See Annex G
Banc D'Arguin, Mauritania	WI and the local executing agency (see Annex G)	See Annex G
Kokorou and Namga, Niger	WI and the local executing agency (see Annex G)	See Annex G
Hadejia Nguru Wetlands, Nigeria	BLI and the local executing agency (see Annex G)	See Annex G
Saloum/Niumi, Senegal/Gambia	WI and the local executing agency (see Annex G)	See Annex G
Wakkerstroom, South Africa	BLI and the local executing agency (see Annex G)	See Annex G
Dar es Salaam Wetlands, Tanzania	BLI and the local executing agency (see Annex G)	See Annex G
Lake Burdur, Turkey	BLI and the local executing agency (see Annex G)	See Annex G
Aden Lagoons, Yemen	BLI and the local executing agency (see Annex G)	See Annex G
Activity 2 Publication of a book summarising the lessons learned from the demonstration project activities.		
Consultant contracted and structure for the book worked out	CTA, consultant	Year 4: month 8-10
Demonstration projects contribute information for book	Demonstration project executing agencies	Year 4: months 11 – Year 5: month 2
Consultant compiles and edits the book	Consultant	Year 5: months 3-8
Book reviewed	PSC	Year 5: month 9
Book finalised	Consultant	Year 5: month 10-11
Book printed, publicised and disseminated	PCU	Year 5: month 12

Outcome 2 Mechanisms for governments and NGOs to communicate between themselves and with each other strengthened.

Communication mechanisms for stakeholders involved in migratory waterbird and wetland wise use and management across the flyway will be enhanced to improve the dissemination of information (both project specific and of more general value to practitioners). Mechanisms will be tightly focused on migratory issues and linked to similar existing initiatives in wetland and waterbird conservation. The mechanisms will target technical and decision-making stakeholder groups and enhance the possibilities for them to communicate with both individuals and groups.

² Note: See Annex I for all acronyms used in Tables 1-4.

Activity 1: Increase capacity for electronic exchange of information

Access to information and exchange of information via the internet is already a very significant mechanism in wetland and waterbird conservation. All the main project partner organisations have their own sites providing a variety of different resources that are accessible in different formats and languages. However, there is a need to fill a number of key gaps and to provide additional support for the project activities and their continuation post-project. Internet capacity will be developed based on the existing AEWA website (that will also host the critical site network (Annex E) tool). Intranet resources will be developed to host resources, reports and minutes from key meetings of Steering Committees and Training Boards. Each focal sub-region will have its own area on the web-site where as far as possible resources will be presented in the main language(s) identified for each sub-region:

Western (and Central) Africa	French and English
Eastern (and Southern) Africa	English (and French)
Central Asian and Caucasus States	Russian
Middle Eastern States	Arabic

An email discussion group will be established, that will be similar in character to the Ramsar Forum but focusing on Migratory Waterbirds and issues related to the AEWA. It will act as a conduit for both AEWA and project related developments and as a forum for exchange of ideas, opinions and information by members. An intensive effort will be made during the project to promote the discussion group and encourage membership. Wetlands international will be responsible for hosting it and monitoring content although the site itself will not be moderated (similar to the Ramsar Forum). The UNEP/AEWA Secretariat will financially maintain this post-project.

Activity 2: Augmentation of and increased access to flyway contact information

Flyway conservation requires international communication that can be targeted to specific practitioners with specific roles; for instance a site manager may want to be able to contact site managers at other sites on a flyway or a government decision-maker with responsibility for migratory waterbirds may want to consult with their counterparts in other flyway countries. To some extent this information already exists but it is neither sufficiently comprehensive nor accessible to make this an effective resource. Existing information will be augmented and accessibility increased in order to:

- Enhance flyway planning and management;
- Improve communication of key issues between practitioners and decision makers and UNEP/AEWA Secretariat staff;
- Focus information and awareness raising campaigns during and after the project concerning key events and launches.

A contacts database will be created to assist exchange of information during the project and its continuation post-project. It will be based on existing information available to project partners and will be populated with the details of:

- Practitioners based in critically important sites identified in Component 1 activities. Site managers will be invited to provide their contact details and those of the managing organisation.
- National focal points for the AEWA.
- Focal points in government agencies in non-AEWA States responsible for migratory waterbird conservation.
- Focal points in NGOs active in migratory waterbird conservation.
- AEWA Technical Committee members.

Where existing data are available this be augmented through the course of the project by inviting trainees, and delegates attending awareness raising courses to contribute their details to the database. The database will be hosted on an intranet facility on the project web-site

only accessible to selected groups: project staff, AEWA and Ramsar Convention Contacts in Contracting Parties, BirdLife International and Wetlands International staff and other people who have agreed to enter their details on the database. All those providing contact information they will be asked to sign an agreement to this effect allowing such access to their details. The UNEP/AEWA Secretariat will maintain the database post project.

Activity 3: Provide project information (updates, progress reports, publicity materials) in four languages for stakeholders

To ensure that stakeholders remain aware of the project, its achievements, forthcoming events and opportunities information will be disseminated. This will be carried out in the four main project languages. A newsletter will be published once per year summarising progress in the project for the benefit of government, NGO and other stakeholder organisations across the AEWA area. The PCU using contributions from the focal-regions will produce the newsletter centrally and it will be translated into the predominant languages in each project focal sub-region. The newsletter will be distributed in hard copy and made available on the project web-site. More regular updates and provision of publicity for specific events such as awareness workshops, exchange programmes etc will be provided via the web site, discussion email list and through the networking of each sub-regional office.

Table 2: Summary of Outcome 2 Activities.

Activities	Lead / Planning Details	Timing / Venue / Description
Outcome 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	CO	Year 1: months 3-6
Creation of an intranet facility in the project web-site	CO	Year 1: months 3-6
Creation of an email discussion group	CO	Year 1: months 3-6
Promotion of the new electronic communication facility	PCU, SRSs – to be promoted through project events and activities and partner communications mechanisms.	Ongoing throughout the project from Year 1: month 7
Activity 2 Augmentation of and increased access to flyway contact information		
Compile existing information from partner organisations for use in the contacts database	CO	Year 1: month 7-12
Develop data agreement	CO	Year 1: month 9
Create, populate and maintain database on the AEWA web-site	CO	Year 1: month 10 onwards
Plan and implement data collection activities	CO, SRSs	Year 1: month 7 onwards
Activity 3 Provide project information (updates, progress reports, publicity materials) in four languages for stakeholders		
Compile annual newsletters	CTA	Annually immediately following the PSC meeting
Disseminate newsletters	CO	Annually 1 month after PSC meeting
Disseminate other project information	CO and other project staff responsible for relevant activities at flyway and sub-regional level	Ongoing throughout the project.

Outcome 3: Mechanisms of exchange between and within sub-regions for improved flyway-level management of migratory waterbirds and wetlands established.

A Programme of exchange targeting various stakeholder groups across the flyways will be established. Technical site based staff (including those in project demonstration projects) and decision makers will be addressed. The Programme will enable exchange of information and lessons learned between individuals and organisations located on specific flyways or groups of flyways in the project area. This will benefit the sites and species along these flyways through improved technical execution of conservation activities, better coordinated decision making between countries along the flyways and better flyway scale management planning.

The Programme will be designed with sustainability in mind. It will be started based on project funding and then be expected to develop based on stakeholder financial commitment to enable it to continue and expand. This approach is reinforced by the focus on stakeholders in geographically distinct groups of flyways in the project area; development of the Programme and associated fundraising will be more coordinated and focused through this approach.

Activity 1: Establish informal networks along the main migratory flyways within the AEWA area.

Flyways and networks of key sites will be described and developed during Component 1 of the project. The availability of flyway contacts will be improved for the flyway as a whole in Outcome 3.1, using the identification of critical sites and their site-based practitioners (Component 1). This Exchange Programme will link very closely with and build on results from this work. Informal networks of people (including BirdLife International Site Support Groups) will be created for identified flyway site networks and these will be coordinated by Sub-regional Subcontractors. Networks for practical exchange will be formed initially from identified key sites, which will include in all cases the project demonstration sites. Although key site networks have not yet been described, expected flyway routes for the implementation of the Exchange Programme are:

- **East Atlantic Flyway**, linking sites along the East Atlantic from breeding areas in the Arctic and along Atlantic coasts of Europe and Africa. **Coordination Centre:** West Africa. **Key demonstration sites:** Mauritania, Senegal/Gambia, Lithuania, Estonia.
- **Mediterranean / Black Sea Flyway**, overlapping to some extent with the East Atlantic flyway, but focused in particular on trans-Saharan migration routes between Eastern Europe and Africa. **Coordination Centre:** West Africa. **Key demonstration sites:** Niger, Nigeria, Hungary, Turkey, Lithuania, Estonia.
- **West Asia / Africa Flyway**, linking sites from West & Central Asia, Middle East and Eastern and Southern Africa and from the West Indian Ocean. **Coordination Centre:** Middle East. **Key demonstration sites:** Yemen, Tanzania, South Africa, Turkey.
- **Intra-African flyways** and other continental migratory and nomadic strategies, linking sites within Africa. **Coordination Centre:** East Africa. **Key demonstration sites:** Mauritania, Senegal/Gambia, Niger, Nigeria, Tanzania, South Africa.

Activity 2: Designate focal points, responsible for servicing networks

All networks need to be serviced, and this will be mainly achieved through the project website, e-mail discussion groups (see Activity 1.1) and implementing a suite of activities of relevance to the networks. For the purposes of the Exchange Programme, a focal point will be designated for each flyway network, who will carry out functions needed to service and

motivate the networks. This person will be invited by the SRS in each sub-region responsible for coordinating these activities (see above). Key stakeholder organisations in the sub-regions will be invited to offer a part-time secondment of a staff member to fulfil this role for a minimum of 1 month per year for the duration of the project to co-ordinate activities along their respective networks. The expectation will be that the role will be taken on by the organisation post-project.

Activity 3: Exchange Programme Planning Workshop

An Exchange Programme Planning Workshop will be organised in Year 2 of the project. Participants will include focal points from each flyway, representatives from selected key sites of each flyway (including demonstration projects), AEW Technical Committee Members / Ramsar National Focal Points from each sub-region and other interested partners. The main aim of the workshop will be to develop a practical schedule of complementary exchange activities. In addition, means will be explored to seek co-financing for expansion of the Exchange Programme both during and after the project. The Flyway Focal Points will address such recommendations after the workshop, with support from other members of their networks. The workshop will be held at one of the demonstration sites.

Activity 4: Implement Exchange Programme activities

Whilst each flyway will refine and develop their own exchange schedules, a series of activities are suggested here, which form a blueprint Exchange Programme (summarised below in Table 8). The activities may be divided into 3 main areas:

Exchanges of key sites personnel between sites in different parts of the flyways

The focus will be on sharing experiences related to wise-use of migratory waterbirds and wetlands, particularly in the context of the flyway as a whole. Site personnel will be able to see how their activities in one part of the flyway benefit and assist activities elsewhere, thereby reinforcing the flyway perspective. Particular emphasis will be given to enabling personnel from developing countries to visit key sites in developed countries (this tends to happen much less frequently than the other way around). In addition, links will be established between key sites in the main breeding areas and non-breeding areas of the migratory flyways, especially between Siberia and sub-Saharan Africa. Key site personnel will work at the 'host' site long enough to develop close working relationships with host teams and to foster understanding about different approaches to site survey and management. Each exchange will last for approximately 3 weeks and enable individuals or very small groups (1-3 persons) to travel together to the same host site (numbers will be kept small to minimise the burden on hosts, and reduce depletion of staff from 'visiting' sites).

Exchanges of key sites personnel within their sub-region

Exchange activities under this area will focus on enabling personnel from key sites in the same sub-region to work together in order to strengthen planning and cooperation between sites and broaden experiences of those involved. An example of a practical exchange might be between the Parc National du Banc d'Arguin in Mauritania and the Bijagos Archipelago in Guinea-Bissau. Both sites support a very high percentage of the populations of several migratory waders on the East Atlantic Flyway. An exchange programme between these sites could foster improved communication and coordination of waterbird monitoring, which would yield a much clearer picture of the combined international importance of these two sites.

Exchanges of demonstration site personnel

The demonstration projects are implementing aspects of best practice management. Opportunities will be provided for staff and local stakeholder

organisations from each of these projects to visit other sites in their sub-region to benefit from sharing experiences in carrying out these types of activities. This will be a two way process with personnel and stakeholders from other sites also being assisted to visit the demonstration sites to learn lessons from the implementation of the best practices. By focusing this sub-regionally the lessons to be learned from the exchange activities will be simplified by participants encountering sites with similar environmental and social contexts.

Activity 5: Develop strategic partnerships and mobilise co-financing

Strategic partnerships will be developed throughout the project between key sites and/or between technical and donor agencies involved in the management or monitoring of key sites. This is an important element of the exchange activities, whereby technical expertise will be mobilised for key sites and agencies in the four focal sub-regions through developing partnerships with experienced agencies, particularly in Europe. It will serve two main functions, one to catalyse partnerships for exchange within the AEWA area, and another to mobilise co-financing for the project, especially in years 3-5 and after the project has ended. It is expected that this activity will result in strategic partnerships that will yield identifiable research and development proposals/programmes bringing support to key sites, especially in the four focal sub-regions. Further co-financing will be mobilised for network support and development.

Table 3. Summary of Outcome 3 Activities

Activities	Lead / Planning Details	Timing / Venue / Description
Outcome 3. Mechanisms of exchange between and within sub-regions for improved flyway-level management of migratory waterbirds and wetlands established.		
Activity 1 Establish informal networks along the main migratory flyways within the AEWA area		
Liaison with Wetlands International/BirdLife International to agree on key sites / flyway networks	CDO	Year 1: months 6-7
Develop preliminary networks of people for selected flyways	CDO	Year 1: months 8-12
Detail and publicise networks on project website	CDO	Year 1: months 9-12
Activity 2 Designate focal points, responsible for servicing networks		
Identify & designate focal points for each flyway	CDO	Year 1: month 6-7
Focal points develop, maintain and service networks	Flyway Focal Points	Year 1-5: Ongoing
Activity 3 Exchange Programme Planning Workshop		
Organise and hold Planning Workshop	CDO	Year 2:
Distil flyway-level schedules and recommendations	Flyway Focal Points	Year 2: 1 month after workshop
Activity 4 Implement Exchange Programme activities		
Exchanges of key site personnel between sites in different parts of the flyways	CDO; 2 x 3-week exchanges per year for 4 persons per year	Year 2: East Atlantic Flyway Year 3: Med / Black Sea Flyway Year 4: W. Asia / Africa Flyway Year 5: Intra-African Flyways
Exchanges of key sites personnel within their sub-region	CDO & Flyway Focal Points; 4 x 1-week exchanges per year for 16 people in years 3-5, half this in year 2.	Year 2: West & East Africa Years 3-5: All 4 sub-regions
Exchanges of demonstration site	Sub-Regional CDOs & Flyway	Years 3-5: All 4 sub-regions

Activities	Lead / Planning Details	Timing / Venue / Description
personnel	Focal Points	
Plan programme of Study Tours for senior government and community leaders in important areas of the flyways	CDO in liaison with Flyway Focal Points, Sub-Regional CDOs and SRTB	Months 6 – 18 of project
Implement Study Tours	CDO; 1 tour organised per year for 10 persons for 10 days	Year 2: for West Africa Year 3: for East/Southern Africa Year 4: for C. Asia/Caucasus S. Year 5: for The Middle East
Activity 5 Develop strategic partnerships and mobilise co-financing		
Promote partnerships through communication & liaison	CDO, Sub-Regional CDOs	Year 2-3
Develop strategic partnership proposals	Partners, in liaison with CTA, CDO & Sub-Regional CDOs	Year 3-5

Outcome 4: Wise-use of migratory waterbirds and wetlands is better understood and implemented by stakeholders in focal sub-regions.

Understanding and implementation of the wise use and management of wetlands and migratory waterbirds will be improved through the development of sub-regional capacity to disseminate information on these subjects. Sub-regional subcontractors will have their capacity to raise awareness of the role of the key MEAs increased and through this will play a mentoring role to agencies of governments. It is assumed that these staff will remain in the sub-regions, in many cases returning to government agencies from which they were seconded. In this way sub-regional capacity will also be developed leading to better engagement in implementation of the MEAs. In support of this activity and the project as a whole, key documents for acceding to, understanding and implementing the MEAs will be translated into key languages in the focal regions. This will also support the needs of other activities in the project such as the Training and Awareness Raising Programme courses and workshops.

Activity 1: Development of sub-regional mentoring capacity.

The project offers many opportunities for wise use principles to be instilled in various target groups. For instance various the Training and Awareness Programmes will be developed to provide a structure to help deliver wise use principles to trainees. Activities in Component 1 will require project staff to be familiar with the workings of the MEAs; for instance in identifying sites of critical importance will require a working understanding of the criteria used and the process of site designation under Ramsar. Project staff in all of the SRSs must therefore be familiar with the workings of the MEAs to be able to disseminate this through the project activities and to be able to fulfil a mentoring role to certain organisations. To achieve this the CDO and WO in each SPRC will be provided with a period during which they will shadow the appropriate staff in each of the two relevant MEAs. There will be three main elements to this work:

- Two weeks will be spent in the MEA office familiarising with the MEA role and the files of States in their sub-region;
- In the Ramsar Convention time will be spent with the Regional Coordinators (relevant to their sub-region) to discuss the sub-region they are working in and how they are currently engaged. This will take place during the two weeks in the first bullet point;
- A total of two weeks will be spent in the field with senior staff (Senior Staff and/or Regional Coordinators in Ramsar) to learn about how the MEAs are delivered and develop their own network of contacts for the project.

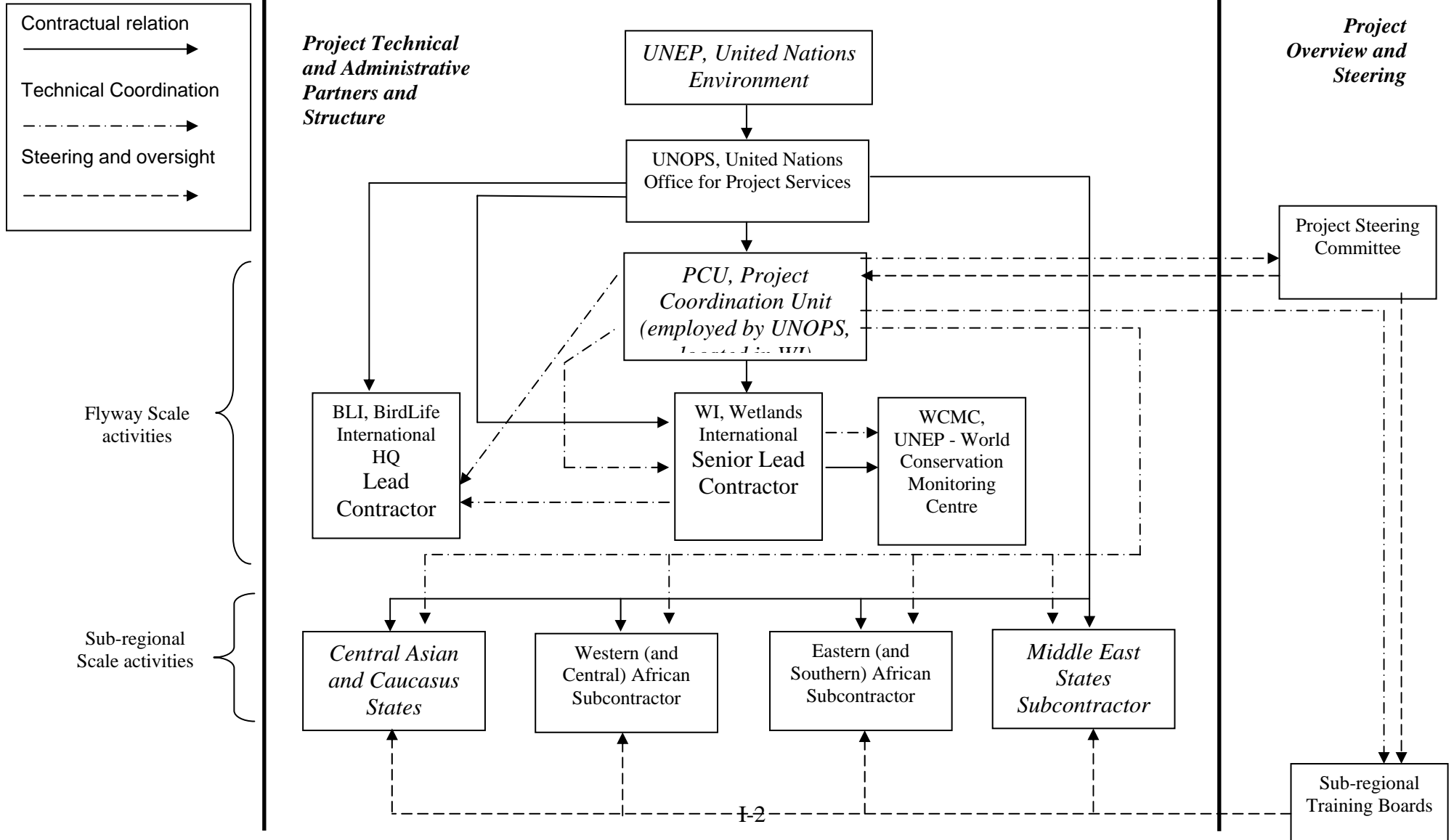
ANNEX 8-I: IMPLEMENTATION ARRANGEMENTS INCLUDING MONITORING AND EVALUATION PLAN.

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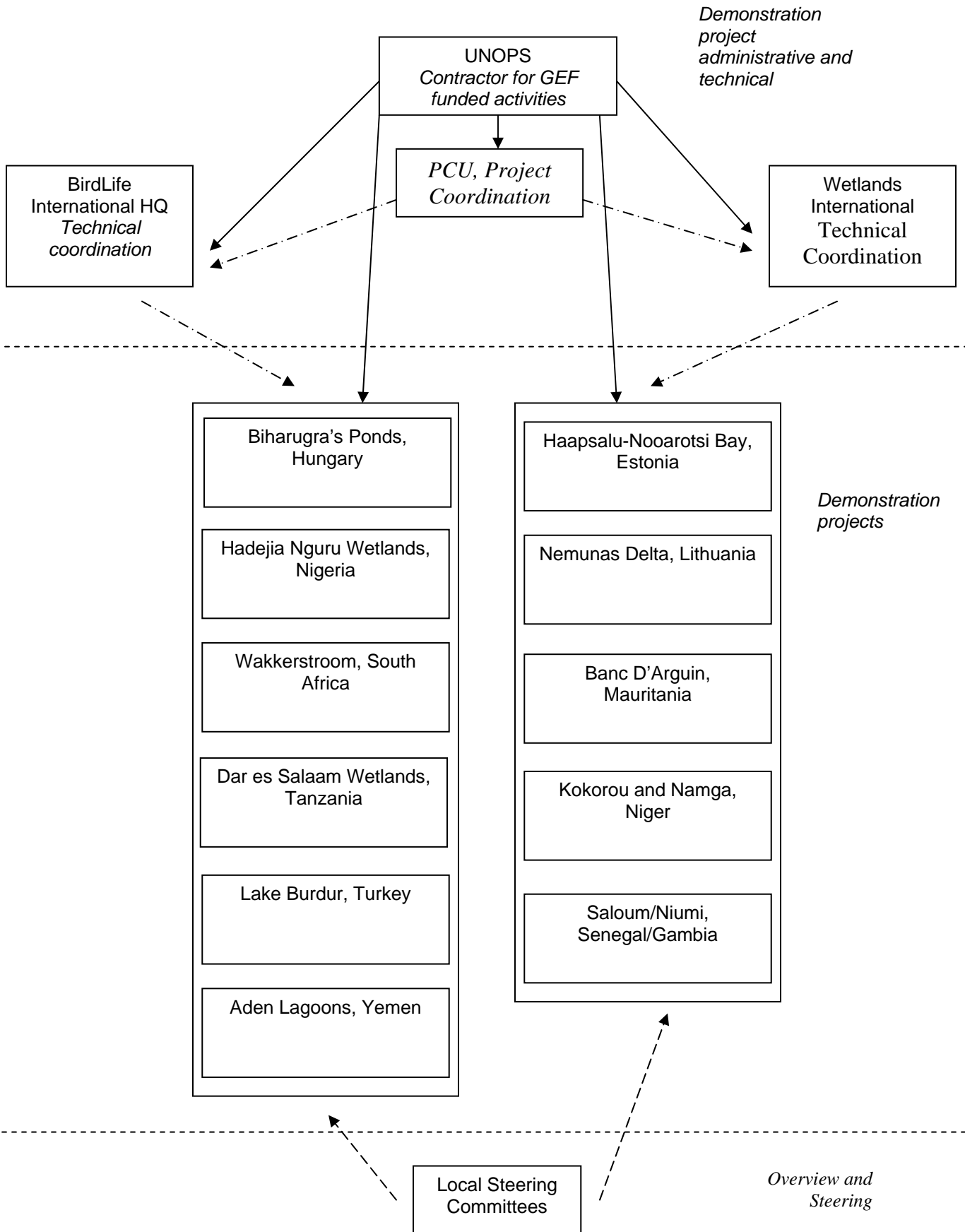
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1. ORGANISATIONAL DIAGRAMS

1.1 FLYWAY AND SUB-REGIONAL SCALE (GEF FUNDS)



DEMONSTRATION PROJECTS



2. TERMS OF REFERENCE OF KEY PROJECT COORDINATION STRUCTURES

2.1. Project coordination unit, PCU

The PCU will be located in the Wageningen Office of WI and staff will be employed by UNOPS. Selection of staff will be undertaken in line with UNOPS and UNEP defined procedures.

It will perform a role that is independent of all project partner organisations. It will be solely responsible for coordinating all project-related activities and will have a lifespan limited to the duration of the project.

The Unit's independence is critical to the success of the project. However, it is also important that the Unit's technical coordination can benefit from the experience, knowledge and guidance of the project's key stakeholders. Therefore the key stakeholders (Wetlands International, BirdLife International, The UNEP-AEWA Secretariat and the Ramsar Convention Bureau Secretariat) will provide points of contact that can provide day to day advice and guidance as necessary for the Unit's activities in relation to the project.

The Unit will be established from the start of the GEF project and will be staffed by a Chief Technical Advisor and a Junior Operations Manager. The Terms of Reference of these staff are outlined below (Section 5.1 and 5.2).

Overall the role of the PCU will be to ensure technical coordination of the project at all levels. This can be summarised for a number of different areas:

Project Steering Committee:

- Establishment of the Project Steering Committee
- Coordination of Project Steering Committee activities
- Execution of Project Steering Committee decisions and recommendations

Flyway scale responsibilities:

- Specification of a work programme for the project
- Specification of the technical terms of reference for lead contractors (WI and BLI)
- Coordinate and assist in fundraising activities for implementation of exchange and Training / Awareness Raising Programmes

Sub-regional responsibilities:

- Negotiation and establishment of all Sub-Regional Subcontractors collaboratively with UNOPS
- Specification of the technical Terms of Reference for all Sub-Regional Subcontractors
- Organisation of Sub-Regional Training Boards in collaboration with Sub-Regional Subcontractors
- Coordinate and assist in fundraising activities for implementation of exchange and Training / Awareness Raising Programmes

Demonstration Project Responsibilities:

- Tracks progress against their workplans;
- Assists in disseminating lessons learned / best practices across the flyway;
- Helps to ensure value is added to specific demonstration projects by assisting their integration into the sub-regional Training and Awareness Raising Programmes (Component 2) and communications activities (Component 3). This relates specifically to projects in Estonia, Hungary, Lithuania and Turkey.

Reporting responsibilities:

- Ensure timely reporting by all partners to UNOPS, UNEP and the Project Steering Committee
- Communicate all technical responses to reports to all partners

2.2. Sub-Regional Subcontractors.

Sub-regional implementation of the project will be through four Sub-Regional Subcontractors that will be located in Western Africa, the Middle East, Eastern Africa and Central Asia / Caucasus States. They 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.

Two Subcontractors are proposed for the first two offices to be established. These have been selected based on a pragmatic evaluation of the most effective and efficient solution. These are:

- West Africa: The Wetlands International West Africa Office, Dakar, Senegal.
- East Africa: The Kenyan Wildlife Training Service Institute, Naivasha, Kenya.

Locations in the Middle East and Central Asia / Caucasus States will be identified during the first year of the project and established in the second year. These will again be identified on the basis of effectiveness and efficiency to achieve the project aims.

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 be full-time and can 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 Section 6.1-6.3 below for specific details of responsibilities);
- Report technical progress to the Sub-Regional Training Boards and PCU;
- 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, Nigeria;
 - East Africa Sub-Regional Subcontractor: Tanzania, South Africa;
 - 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.

3. TERMS OF REFERENCE OF KEY PROJECT COMMITTEES

3.1. Project steering committee

The Project Steering Committee will consist of representatives of the main project partners: UNEP, UNOPS, WI, BLI, UNEP/AEWA Secretariat, Ramsar Convention Bureau and governmental representatives of four stakeholder organisations (one for each focal sub-region) There will be one representative for each organisation. The respective Task and Portfolio Managers will represent UNEP and UNOPS. The governmental representatives will be there to provide national level input into strategic and project execution issues.

Members will be formally appointed at the start of the project by the respective organisations. A draft list of proposed Steering Committee members is:

- **WI:** Ward Hagemeyer, Head of Wetland Species Conservation Programme
- **BLI:** Leon Benun, Director of Science and Policy
- **UNEP/AEWA Secretariat:** Bert Lenten, Executive Secretary
- **Ramsar Convention:** Nick Davidson, Deputy Secretary General
- **UNEP:** Task Manager: To be assigned
- **UNOPS:** Portfolio Manager: To be assigned
- **Government Representatives:** These will be the Chairs of each Sub-Regional Steering Committee.
 - Western Africa: To be assigned
 - Eastern Africa: To be assigned
 - Middle East States: To be assigned
 - Central Asia / Caucasus States: To be assigned

The Project Steering Committee will be chaired by the head of the Scientific Committee of the Wetlands International Board of Directors (currently Mr Jim Kushlan). The Chairs' responsibility will be to liaise ahead of annual meetings with the Chief Technical Advisor to agree the agenda and to chair the meeting. Wetlands International will provide Secretarial support to the Chair.

The Project Steering Committee will play two main roles:

1. Advise and guide the project based on evaluation of progress and achievements reported from project contractors and consultants via the PCU.
2. Ensure synergy between project activities and partner activities to minimise overlap and maximise mutual benefits arising from project and partner activities.

The Project Steering Committee will meet annually using each of the sub-regions Project in turn as a location. In addition to this, a preliminary meeting will be held in the first 3 months of the project inception in Wageningen; it will be organised by the PCU, to discuss and agree the project workplan and schedule for the project as a whole and the next year's plan in more detail. The next four meetings will move from sub-region to sub-region taking place towards the end of each year. The final Project Steering Committee meeting will be held in Wageningen and be organised by the PCU.

There will be an option for the Project Steering Committee to invite up to 2 specialist experts to each meeting as decided by the Project Steering Committee Chair and Chief Technical Advisor.

In between annual meetings, the Project Steering Committee will be provided with technical and administrative reports from the project as supplied to UNEP and UNOPS and will be expected to keep the PCU informed of developments in their organisations that are relevant to the project (i.e. where there may be potential overlap / synergy) via email.

Where situations arise that merit input from the Project Steering Committee a teleconference meeting will be organised. The need for this will be adjudged by the Chief Technical Advisor in collaboration with the Chair of the Project Steering Committee.

The specific roles of the Project Steering Committee will be to:

- Review and approve the overall project workplan during the inception phase;
- Review and approve the annual workplans for each year of the project;
- Review summaries of annual technical reports and provide guidance and advice;
- Review and approve summaries of project outputs;
- Report on project progress and developments to relevant strategic decision-making structures in each of the member's respective organisations;
- Provide guidance to the PCU on how best to link to flyway developments and initiatives in the partner organisations as and when they arise.

3.2. Sub-Regional Training Boards

Sub-Regional Training Boards representing the main stakeholders within each sub-region will be established 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 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.

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 NGOs / 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 board will meet once a year in the sub-region 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.

4. TERMS OF REFERENCE OF IMPLEMENTING AGENCY, EXECUTING AGENCY AND KEY CONTRACTORS

Specific responsibilities for each of the main partners in the project are summarised for each project activity below in the tables in section 6. The following provides a short overview of these.

UNEP³: Project Implementing Agency. UNEP will be responsible for the overall project performance.

UNOPS: Project Executing Agency. UNOPS will be responsible for providing all financial and administrative support. Specific responsibilities are as follows:

- Administer all GEF funds;
- Employ all PCU staff (Chief Technical Advisor and Junior Operations Manager);
- Contract WI and BLI with assistance from the Chief Technical Advisor (development of Terms of Reference);

³ Note the working relationship between UNEP and UNOPS will be defined based upon an MoU between the two organisations.

- Contract Sub-Regional Project Centres to carry out GEF-funded activities;
- Undertake contract management for all GEF funded project activities;
- Provide the PCU and UNEP with reports on the project financial status based on regular reports;
- Participate in the Project Steering Committee providing financial and administrative reports as part of the overall reporting and evaluation process;
- Directly contract all demonstration project local executing agencies to carry out GEF funded activities.

Wetlands International: WI will be the senior lead contractor in the project. In terms of contracting it will share a similar status to BLI, which will also be a lead contractor. However, it will enjoy the position of being the senior contractor of the two organisations giving it a higher profile as the overall technical leader of the project. WI will be contracted through UNOPS to carry out a range of activities in the project (see Sections 6.1-6.3 for specific details). Generally their responsibilities will be:

- Undertake management of co-funded project activities (excepting co-financed demonstration project activities) so that reporting, evaluation and financial administration runs parallel to the equivalent UNOPS' framework for GEF financed activities (e.g. ensure payments are made, financial and technical reports scheduled at the same time);
- Report on project co-financing expenditure as required by donors;
- Technically supervise and coordinate five of the eleven demonstration projects (see section 1.2 for details), under contract to UNOPS;
- Lead the Training and Awareness Raising activities under Component 2 (see Section 6.1 for specific activity-related responsibilities);
- Host the PCU in their Headquarters Office in Wageningen;
- Employ a Capacity Development Officer to undertake the activities specified in Sections 6.1-6.3 and under the Terms of Reference detailed in section 5.3.
- Employ a Waterbird Officer to undertake the activities specified in Sections 6.1-6.3 and under the Terms of Reference detailed in section 5.5.
- Co-lead the execution of Component 1, developing the critical site network, with BLI (see Section 6.1 for specific activity-related responsibilities);
- Chair the Project Steering Committee through the Head of the Board of Directors Scientific Committee;
- Sub-contract WCMC to undertake the development of the web-based portal and web-based applications to house the site network tool;
- Participate in the Project Steering Committee, providing one member of staff to represent the organisation at the strategic level to ensure linkage with WI during the Project Steering Committee activities;
- Participate in the Sub-Regional Training Boards, providing staff members or appointing individuals from elsewhere to represent them;
- Provide periodic technical and financial reports to UNOPS and UNEP according to standard procedures;
- Coordinated and assisted by the staff of PCU develop a detailed workplan for all their project activities, based on that included in the UNEP Project Document, on a Microsoft Project software platform, within 3 months of the start of the Project's implementation.

WI will be responsible within the framework of the project to decide how best to service the project's requirements under the contract with UNOPS (i.e. whether to meet them from existing organisational capacity or to further subcontract work).

BirdLife International: BLI will be the other lead contractor in the project undertaking responsibility for many of the technical tasks under the project. However its status in terms of project technical leadership will be lower when compared to WI.

BLI will be directly contracted through UNOPS to carry out a range of activities in the project (see Sections 6.1-6.3 for specific details). Generally their responsibilities will be:

- Technically supervise and coordinate six of the eleven demonstration projects which are being executed by BirdLife partners (see section 1.2 for details), under contract to UNOPS. This will be carried out by BirdLife HQ through their Site Action Unit;
- With WI co-lead the execution of Component 1, developing the critical site network, with WI (see Section 6.1 for specific activity-related responsibilities);
- Participate in the Project Steering Committee, providing one member of staff to ensure strategic linkage with BLI during the Project Steering Committee activities;
- Participate in the Sub-Regional Training Boards, providing staff members or appointing individuals from elsewhere to represent them;
- Provide periodic technical and financial reports to UNOPS and UNEP according to standard procedures;
- Coordinated and assisted by staff of the PCU develop a detailed workplan for all their project activities, based on that included in the UNEP Project Document, on a Microsoft Project software platform, within 3 months of the start of the Project's implementation.

BLI will be responsible within the framework of the project to decide how best to service the project's requirements under the contract with UNOPS.

5. TERMS OF REFERENCE OF KEY PROJECT STAFF

Staff will be employed to work on the project in a number of different ways:

- Employment by UNOPS: Only staff in the PCU will be employed in this way. The positions will be internationally advertised and selected by the Project Steering Committee.
- Employment by Contractors: It will be the responsibility of these organisations to either provide staff or recruit staff to work within the ToRs provided. This also includes staff members at the sub-regional level, although these can also be seconded.
- Employment by Subcontractors: It will be the responsibility of these organisations to either provide staff or recruit staff to work within the ToRs provided. They will be encouraged to second staff to positions where possible so that capacity developed during project activities can be retained in sub-regional organisations. Secondments should be from organisations with responsibilities for migratory waterbirds and / or wetlands. Candidates should have a demonstrable commitment to developing their career in these fields within the sub-region.

5.1 Chief Technical Advisor

Summary: Full-time position. The position will be advertised internationally, selected by the Project Steering Committee and employed by UNOPS. The position is accountable to UNOPS and UNEP for administrative and technical issues respectively. The Chief Technical Advisor will provide coordination and leadership for the execution of all project technical and administrative activities (GEF-funded and co-financed). Some co-financed activities will be executed by project contractors and will not use GEF funding; it is the Chief Technical Advisor's responsibility to ensure that the necessary linkages and synergies with the rest of the project are maintained. The Chief Technical Advisor will be the coordinating link between key project structures and organisations responsible for carrying out technical tasks (lead contractors, Subcontractors) and the project organisations and structures responsible for overseeing and managing the project (UNEP, UNOPS, Project Steering Committee). The Chief Technical Advisor will oversee and advise the Officers in WI and BLI concerned with the development of the site network and supervise the activities of the Communications Officer that will be based in the UNEP-AEWA Secretariat.

The position will have responsibility for overseeing the management and technical administration of all funds; to achieve this, the Chief Technical Advisor will need to establish common protocols between GEF and co-finance sources. This will not imply the power to enforce disbursement on any co-finance donor or agency responsible for disbursing these funds.

Summary of relationships

The Chief Technical Advisor will:

- Be employed by UNOPS;
- Be accountable to UNOPS and UNEP for the achievement of Project objectives, results and all aspects of project execution.
- Be responsible for reporting technical issues to the Project Steering Committee.
- Maintain regular contact with the Project Steering Committee (and through this UNEP/AEWA Secretariat, Ramsar Convention, BLI, WI), Sub-Regional Subcontractors, UNOPS (through the appointed Portfolio Manager), UNEP (through the appointed Task Manager).
- Supervise the work of the Junior Operations Manager;
- Coordinate the work of the Officer in WI responsible for the development of the Training and Awareness Raising Programmes in Component 2, in collaboration with the WI line managers;
- Coordinate the work of the Officers in WI and BLI responsible for the development of the critical site network, in collaboration with WI and BLI line managers;
- Coordinate the work of the Communications Officer in collaboration with the UNEP-AEWA Secretariat;

Overall Role of the Chief Technical Advisor

- Provide day to day leadership and coordination of the technical and administrative aspects of the project under the direction of the Project Steering Committee;
- Develop and submit a detailed work programme for execution of the project and delivery of outputs to the Project Steering Committee, UNOPS and UNEP.
- Develop the Terms of Reference for the lead contractors in the project based on the project workplan;
- Supervise and assess the performance of the lead contractors (WI and BLI);
- Establish the Project Steering Committee in consultation with the project partners;
- Work with the Chair of the Project Steering Committee meetings and prepare and distribute the necessary documents well in time before and after each meeting.
- Coordinate the communication of information via the mechanisms outlined in Component 3 and supervise the Communications Officer responsible for carrying out these activities.
- Work with WI administrative staff to coordinate release of co-financing to ensure smooth running of the project;
- Ensure that work schedules are adhered to and assure quality control;
- Ensure linkage between organisations responsible for different project activities where there is interdependence;
- Liase with UNOPS to ensure that resource allocation and budgets are in line with project needs throughout the project;
- Develop and submit quarterly technical progress reports to the Project Steering Committee, UNOPS and UNEP for the project, based on reports from lead contractors and subcontractors;
- Summarise project technical reports and outputs for review by the Project Steering Committee.
- Coordinate the mid-term project review, contacting reviewers and organizing their activities;
- Develop and submit the terminal report to the Project Steering Committee, UNOPS and UNEP;

- Assure that UNOPS, UNEP/GEF norms and standards for project monitoring and reporting are properly met;
- Develop detailed Terms of Reference and coordinate the recruitment of the Junior Operations Manager;
- Participate in specific project activities as indicated in Sections 6.1-6.3;
- Ensure that activities are effectively coordinated with other initiatives within the project area that may potentially overlap or provide added value;
- Work alongside the Consultant responsible for development of a fund-raising strategy to support the implementation of the sub-regional Training and Awareness Raising Strategies, ensuring it is tailored to the needs of the project and can be realistically implemented during the Project.
- Coordinate other Project Staff involved in implementing the fund-raising strategy (described above) to provide input and feedback during its development.
- Coordinate the implementation of the fund-raising strategy (described above) during the project, overseeing the activities of Project Staff working at the sub-regional and flyway level.

Sub-regionally

- Develop terms of reference for each Sub-Regional Subcontractor in collaboration with UNOPS;
- Where necessary assist Sub-Regional Subcontractors to recruit seconded staff;
- Assist the Sub-Regional Subcontractors to establish the Sub-Regional Training Boards;
- Liaise with Sub-Regional Subcontractors and to ensure timely and correct review and reporting of sub-regional activity progress.

5.2 Junior Operations Manager

Summary: Full-time position. Employed by UNOPS. The PCU Assistant will provide administrative and logistical help to the Chief Technical Advisor in carrying out their responsibilities. The position will be supervised directly by the Chief Technical Advisor. Activities will include organisation and maintenance of project filing systems, logistical assistance for the organisation of all PCU organised meetings and workshops including those for the Project Steering Committee, organisation of logistics for Chief Technical Advisor missions, liaising with WI concerning PCU office space and facilities access.

5.3 Wetlands International Project Manager.

This person will manage the link between external relations (partners / donors) and internal activities and staff in Wetlands International. They will represent Wetlands International in the Project Steering Committee once per year and take overall responsibility for monitoring implementation of Wetlands International's activities.

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5.4 Wetlands International Project Coordinator

Overall internal coordination in Wetlands International of the day to day activities of the project to ensure that the project succeeds and to provide an operational link to the donors / partners.

5.5 Wetlands International Resource Mobilization Consultant

Mobilisation of finances in the capacity development programmes where these activities are specified. They will assist the sub-regional subcontractors in the development of plans for financial sustainability of and resource mobilisation for the sub-regional training programmes, including identifying donors at the global scale to support these initiatives. As part of this they will work with the UNEP employed consultant to

develop an innovative funding strategy and coordinate with other initiatives that can potentially assist in funding of elements of the training programme.

5.6 Wetlands International Capacity Development Staff

WI will provide two positions – a capacity development technical coordinator and a technical officer. The Officers will be responsible for the overall coordination of the activities under Component 2 of the project addressing training and awareness-raising .. They will be responsible for ensuring (with the Chief Technical Advisor) that the demonstration projects are adequately integrated into the Training and Awareness Raising and Exchange Programmes. They will be jointly line managed by the Chief Technical Advisor and WI.

5.7 Communications Officer

This position will be provided by the UNEP/AEWA Secretariat who will be the employer. 50% of this Officer's time will be available to the Project. The role will involve all activities in the project associated with flyway scale communications. It will include the collaborative development of publicity and awareness raising materials for various project activities and outputs, such as the critical site network and involvement in the development of the project electronic communications outputs and their maintenance during the project. When the project ends the position will remain in the UNEP/AEWA Secretariat and will continue to service the flyways needs. The Communications Officer will report jointly to the Chief Technical Advisor and the UNEP/AEWA Secretariat.

5.8 Waterbird/Site Network Officers

Wetlands International and BirdLife International will provide three Officers in this position, in line with the ToRs developed as part of their contracts. Their principal roles will be to technically develop and implement the site network tool. They will work with sub-regional counterparts in Sub-Regional Subcontractors who will assist in the site identification and gap-filling activities. They will be responsible for organising the data from their respective organisations to underpin the tool and will be expected to work very closely together. In addition they will be involved in the development and execution of training activities to develop the capacity of the waterbird counter networks. They will report to the Chief technical Advisor who will jointly line manage them along with their respective employer.

5.9 Sub-Regional Coordinator

Each Sub-Regional Subcontractor will have an equivalent position. They will be respected figures within the sub-region. Their role will be to front the Sub-Regional activities and to provide a figurehead role in the establishment and running of key elements of the Sub-Regional work programmes. In particular this will include the set-up of the Sub-Regional Training Board and running of their annual Committee meetings.

5.10 Sub-Regional Waterbird Officer

Each Sub-Regional Subcontractor will have an equivalent position. They will be responsible for running the sub-regional elements involved in the development of the critical site network and assisting in the development of waterbird elements of the Sub-Regional Training and Awareness Programmes.

5.11 Sub-Regional Capacity Development Officer

Each Sub-Regional Subcontractor will have an equivalent position. They will be responsible for mediating the development the sub-regional Training and Awareness Raising Programmes, acting as a focal point for the Exchange Programme, integrating demonstration projects into appropriate activities and coordinating the mobilising of resources for the implementation of the Training and Awareness Raising Programme. They

will be the key beneficiaries of the shadowing activities designed to develop sub-regional capacity to promote and raise awareness of the key MEAs in the sub-regions.

5.12 Sub-Regional Project Centre Logistics Officer

Each Sub-Regional Subcontractor will have an equivalent position. The role will be to support the Sub-Regional Coordinator, Capacity Development Officer and Waterbird Officer positions in organising the logistical elements of their work programmes. The demands from each of these will vary through the project.

6. TABLES SHOWING RESPONSIBILITIES OF PROJECT COORDINATION STRUCTURES, CONTRACTORS AND STAFF FOR PROJECT ACTIVITIES.

List of abbreviations of project structures/organisations/positions in the Tables below.

AEWA UNEP/AEWA Secretariat
 BLI BirdLife International
 CDO Capacity Development Officer
 CO Communications Officer

CTA Chief Technical Advisor

LO Logistics Officer
 SS Senior Staff (one or both Wetlands International and BirdLife International, depending on the task)
 PCU Project Coordination Unit
 PSC Project Steering Committee
 SRS Sub-Regional Subcontractor
 SRTB Sub-Regional Training Board
 WCMC UNEP-World Conservation Monitoring Centre
 WI Wetlands International
 WO Waterbird Officer

- Where a position is indicated to be ‘flyway’, the position is responsible for activity in the overall project.
- Where a position is indicated to be ‘sub-regional’, the position referred to will be replicated in each of the sub-regions, where their responsibility will lie.
- Where a position is not indicated as ‘sub-regional’ or ‘flyway’, it should be assumed to be flyway.

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

Activities	Organisation/project structure responsibility	Individual responsibility
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.		
Develop and map quality standards for databases	WI, BLI, WCMC	Flyway WO, SS
Integrate standards, test	WI, BLI, WCMC	Flyway WO
Implement interoperability	WI, BLI, WCMC	Flyway WO, SS
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, BLI, WCMC	Flyway WO

Activities	Organisation/project structure responsibility	Individual responsibility
Digitise information	WCMC	Flyway WO
Make spatial info accessible	WCMC, WI, BLI	Flyway WO, SS
Activity 3. Creation of the basis of the site network by linking the main data resources.		
Link data sources by coordinates		
Link data sources by boundaries		
Analyse combined datasets		
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	WCMC	Flyway WO WCMC
Programming of portal application, testing	WCMC	Flyway WO WCMC
Adapt databases for portal-linking	WI, BLI, WCMC	Flyway WO, SS
Activity 5. Compile the network of critical sites using Ramsar and IBA criteria.		
Review and apply criteria on datasets	WI, BLI	Flyway WO
Analyse resulting site network	WI, BLI	Flyway WO
Consult experts in region on results	WI, BLI	Regional WO
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	WI, BLI, WCMC	Flyway WO
Edit and publish network	WI, BLI	Flyway WO
Launch portal	WCMC, WI, BLI	Flyway WO, CTA
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)	WI, BLI, WCMC	SS, Flyway WO, CTA
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	WI, BLI, WCMC	CO, Flyway WO, SS, regional WO
Implement communication of network tool	WI, BLI, WCMC	CO, Flyway WO, SS, regional WO
Activity 9. Production of a publication to raise awareness of key issues in the flyway using the network as the basis.		
Compile awareness publication	WI, BLI,	CO, Flyway WO
Produce and distribute publication	WI, BLI	CO, Flyway WO

Activities	Organisation/project structure responsibility	Individual responsibility
Outcome 1.2. Primary data resources that underpin flyway conservation, planning and management activities enhanced to include all critically important sites in the AEW region.		
Activity 1. Identify gaps in spatial coverage and mobilise existing information.		
Map coverage of databases	WI, BLI	Flyway WO
Sub-regional check of coverage	WI, BLI	Regional WO
Compile existing information through sub-regions	WI, BLI	Regional WO
Organise regional workshops	WI, BLI	Flyway WO, Regional WO
Activity 2. Fill the information gaps in the data sources.		
Increase and focus sub-regional coordination of IWC and IBA to fill gaps	WI, BLI	Flyway WO, Regional WO
Perform additional targeted censuses to cover and fill gaps	WI, BLI	Flyway WO, Regional WO
Organise sub-regional workshops (same workshops as under act 1 of outcome 1.2, above.	WI, BLI	Flyway WO, Regional WO

Activities	Organisation/project structure responsibility	Individual responsibility
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	WI, BLI	Flyway WO, SS

Activities	Organisation/project structure responsibility	Individual responsibility
Inventories		
Develop input for manuals on streamlining and integrating monitoring activities	WI, BLI	Flyway WO, SS
Sub-regional Workshops to implement integrated monitoring	WI, BLI	Flyway WO, Regional WO, Flyway CDO
Activity 2. Strengthening capacity for data gathering and monitoring.		
Print and provide monitoring manuals	WI, BLI	Flyway WO
Experts to lead surveys to train on (integration of) monitoring activities	WI, BLI, experts	Flyway WO, Regional WO, Flyway CDO
Sub-regional training censuses	WI, BLI	Flyway CDO
Activity 3. Provide materials and equipment to facilitate and assist the training and data collection.		
Develop, print and provide field guide in Russian	WI, BLI, consultant	Flyway WO, SS, Regional WO,
Provide optical and other equipment	WI, BLI	Flyway WO, SS

Activities	Organisation/project structure responsibility	Individual responsibility
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, BLI	SS, Flyway WO
Consultation of network and literature	consultant	consultant
Compile overview existing ecological knowledge and identify gaps in knowledge	Consultant, WI, BLI	Consultant, SS
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, BLI	SS, Flyway WO

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

Activities	Organisation/project structure responsibility	Individual responsibility
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.	Flyway CDO, consultant
Series of meetings with key training institutes	WI	Flyway CDO
Translate, print & distribute first draft model	WI	Flyway CDO
Activity 2 Training and Awareness Raising Programme Development Workshop		
Plan workshop	WI, PCU	Flyway CDO, CTA
Hold Development Workshop	WI, PCU	Flyway CDO, CTA
Activity 3 Draft the first full version of the model programme		
Draft first full version of model	WI	Flyway CDO, consultants
Activity 4 Review of the programme model draft		
Perform external review	WI, PCU	Flyway CDO, CTA, Selected Consultant
Conduct a full review of the model programme	PSC (sub-group), WI, PCU	Flyway CDO, CTA
Activity 5 Finalise the programme model		
Prepare the final version of the programme model	WI,	Flyway CDO
Translate & print final model, and distribute to contributing partners / networks and to project sub-regional centres for wide dissemination	WI, PCU, SRSs	Flyway CDO, CTA, sub-regional CDOs.

Activities	Organisation/project structure responsibility	Individual responsibility
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Activities	Organisation/project structure responsibility	Individual responsibility
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	SRS	Sub-regional Coordinator, and Sub-regional CDO
Organise & hold meetings	SRS	Sub-regional CDO
Meeting reports	SRS	Sub-regional CDO, Sub-regional Coordinator
Activity 2 Design and establish 4 Sub-regional Training & Awareness Programmes		
Produce draft Training and Awareness Raising Programme models for consultation	SRS, WI.	Sub-regional CDO, Flyway CDO
Training and Awareness Raising Programme Review Workshops & prioritisation of courses	SRS, WI.	Sub-regional CDO, Sub-regional Logistics Officer
Activity 3 Finalise 4 Sub-regional Training & Awareness Programmes		
Prepare final draft for approval by Training Boards	SRS, WI.	Sub-regional CDO
Publish & print the Training and Awareness Raising Programme	SRS	Sub-regional CDO
Hold awareness-raising meetings to publicise & introduce the Training and Awareness Raising Programme	SRS	Sub-regional CDO, Sub-regional Logistics Officer
Activity 4 Mobilise resources for the implementation of the sub-regional training and awareness raising programmes		
Mobilise resources outside the sub-regions	WI, BLI, AEW, Ramsar	CDO, CTA
Mobilise resources from within the sub-regions	SRSs	SRS CDOs

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

Activities	Organisation/project structure responsibility	Individual responsibility
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	WI and the local executing agency (see Annex G)	See Annex G
Biharugra's Ponds, Hungary	BLI and the local executing agency (see Annex G)	See Annex G
Nemunas Delta, Lithuania	WI and the local executing agency (see Annex G)	See Annex G
Banc D'Arguin, Mauritania	WI and the local executing agency (see Annex G)	See Annex G
Kokorou and Namga, Niger	WI and the local executing agency (see Annex G)	See Annex G
Hadejia Nguru Wetlands, Nigeria	BLI and the local executing agency (see Annex G)	See Annex G
Saloum/Niumi, Senegal/Gambia	WI and the local executing agency (see Annex G)	See Annex G
Wakkerstroom, South Africa	BLI and the local executing agency (see Annex G)	See Annex G
Dar es Salaam Wetlands, Tanzania	BLI and the local executing agency (see Annex G)	See Annex G
Lake Burdur, Turkey	BLI and the local executing agency (see Annex G)	See Annex G
Aden Lagoons, Yemen	BLI and the local executing agency (see Annex G)	See Annex G
Activity 2 Publication of a book summarising the lessons learned from the demonstration project activities.		
Consultant contracted and structure for the book worked out	PCU, WI	CTA, consultant
Demonstration projects contribute information for book	PCU, WI, BLI	CTA
Consultant compiles and edits the book	WI	Consultant
Book reviewed	PSC	CTA
Book finalised	WI	Consultant

Activities	Organisation/project structure responsibility	Individual responsibility
Book printed, publicised and disseminated	PCU	CTA

Activities	Organisation/project structure responsibility	Individual responsibility
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, AEWA	CTA, CO
Creation of an intranet facility in the project web-site	PCU, AEWA	CTA, CO
Creation of an email discussion group	PCU, AEWA	CTA, CO
Promotion of the new electronic communication facility	PCU, SRSs	CTA, CO
Activity 2 Augmentation of and increased access to flyway contact information		
Compile existing information from partner organisations for use in the contacts database	PCU, AEWA	CO
Develop data agreement	PCU, AEWA	CO
Create, populate and maintain database on the AEWA web-site	PCU, AEWA	CO
Plan and implement data collection activities	PCU, SRSs	CO
Activity 3 Provide project information (updates, progress reports, publicity materials) in four languages for stakeholders		
Compile annual newsletters	PCU	CTA, CO
Disseminate newsletters	PCU, SRSs	CO
Disseminate other project information	PCU, SRSs, Demonstration Projects	CO and other project staff responsible for relevant activities at flyway and sub-regional level

Activities	Organisation/project structure responsibility	Individual responsibility
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	PCU, WI, BLI	CDO, WO
Develop preliminary networks of people for selected flyways	WI, BLI	Flyway CDO, WO
Detail and publicise networks on project website	WI, PCU	Flyway CDO, CO
Activity 2 Designate focal points, responsible for servicing networks		
Identify & designate focal points for each flyway	WI	Flyway CDO
Focal points develop, maintain and service networks	WI	Flyway CDO, Flyway Focal Points
Activity 3 Exchange Programme Planning Workshop		
Organise and hold Planning Workshop	PCU, WI	CTA, Flyway CDO
Distil flyway-level schedules and recommendations	WI	Flyway CDO, Flyway Focal Points
Activity 4 Implement Exchange Programme activities		
Exchanges of key site personnel between sites in different parts of the flyways	WI	Flyway CDO
Exchanges of key sites personnel within their sub-region	WI, SRSs	Flyway CDO, Sub-Regional CDOs
Exchanges of demonstration site personnel	SRSs	Sub-Regional CDOs & Flyway Focal Points
Activity 5 Develop strategic partnerships and mobilise co-financing		
Promote partnerships through communication & liaison	WI, SRSs	Flyway CDO, Sub-Regional CDOs
Develop strategic partnership proposals	PCU, WI, SRSs	CTA, Flyway CDO & Sub-Regional CDOs

Activities	Organisation/project structure responsibility	Individual responsibility
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 activities	PCU, SRS	CTA, Sub-regional Coordinator, Sub-Regional CDOs and WOs
Shadow activities in MEA offices	SRSs	Sub-regional Coordinator, Sub-Regional CDOs and WOs
Shadow activities in the field	SRSs	Sub-regional Coordinator, Sub-Regional CDOs and WOs
Activity 2 Production of key MEA texts and information in the predominant languages of the focal sub-regions.		
Translation of key MEA texts	PCU	Translator consultants
Printing and dissemination of translated documents	PCU	CTA, CO

7. DRAFT AEWA MONITORING, PROGRESS REPORTING, AND EVALUATION PLAN

The following section summarises the key elements of Project reporting and evaluation that will take place during project implementation. They will be reviewed during the inception of the project together with UNEP, UNOPS and the Project Steering Committee.

The objective of monitoring and evaluation is to assist all project participants in assessing project performance and impact, with a view to maximizing both. Monitoring is the continuous or periodic review and surveillance by management of the implementation of an activity to ensure that all required actions are proceeding according to plan. Evaluation is a process for determining systematically and objectively the relevance, efficiency, effectiveness and impact of the activities in light of their objectives. Ongoing evaluation is the analysis, during the implementation phase, of continuing relevance, efficiency and effectiveness and the present and likely future outputs, effects and impact.

- The general and specific objectives of the project, and the list of its planned outputs, have provided the basis for this M&E plan.
- The project will be evaluated on the basis of execution performance, output delivery, and project impact (outcomes per the project logframe.)

Execution performance. Execution monitoring will assess whether the management and supervision of project activities is efficient and seek to improve efficiencies when needed so as to improve overall effectiveness of project implementation. It is a continuous process, which will collect information about the execution of activities programmed in the annual workplans (See Section 6 above for activities, responsibilities and Annex M for a timetable), advise on improvements in method and performance, and compare accomplished with programmed tasks. This activity will be the direct responsibility of the Project Coordination Unit (PCU), under the supervision of the Steering Committee. See Table 1 for the execution performance indicators. The UNEP Task Manager and UNOPS Portfolio Manager will, in collaboration with the PCU, track these indicators.

Table 1: Indicators for Evaluating Whether Project Management Unit and Steering Committee are Effectively Operational

Indicator	Means of Verification ⁴
Half-yearly and annual activity and progress reports are prepared in a timely and satisfactory manner	Arrival of reports to UNEP
Quarterly expenditure reports are prepared in a timely and satisfactory manner.	Arrival of reports to UNEP

⁴ The responsible officer to track this will be the GEF project task manager in consultation with the project manager.

Performance targets, outputs, and outcomes are achieved as specified in the annual work plans.	Semi annual and Annual progress reports
Deviations from the annual work plans are corrected promptly and appropriately. Requests for deviations from approved budgets are submitted in a timely fashion.	Work plans, minutes of SC meetings, timely submission of revised budget to UNEP for approval
Disbursements are made on a timely basis, and procurement is achieved according to the procurement plan. Report on the procurement of non-expendable equipment against the project budget filed in a timely manner.	IMIS system at UNEP and Bank Account statements of executing agency Inventory of Non-Expendable Equipment reports
Audit reports and other reviews showing sound financial practices.	Audit statements
Steering Committee (SC) is tracking implementation progress and project impact, and providing guidance on annual workplans and fulfilling TOR.	Minutes of SC meetings
SC is providing policy guidance, especially on achievement of project impact.	Minutes of SC meetings

Delivered outputs. Ongoing monitoring will assess the project’s success in producing each of the programmed outputs, both in quantity and quality. Internal assessment will be continuously provided by the PCU, and mid-term and final evaluations of outputs will be carried out by external consultants contracted by UNEP. See Table 2 for a summary of expected outputs by project component, the Tables in Section 6 above for a detailed list of project activities and corresponding responsibilities and Annex M for a timetable.

Table 2: Description and timing of expected outputs by project component and objectives.

Project Component and Outcomes	Outputs (O) and milestones (M)
Component 1: Site network tool.	
Outcome 1.1. Network of critical sites	M IWC, IBA and Ramsar Site databases are interoperable. Month 6, Y2.
	M Currently known critically important sites are digitized. Month 12, Y3.
	M Newly identified critically important sites are digitized. Month 6, Y5.
	M Currently known critically important sites in the three databases are linked by central coordinates. Month 6, Y2.
	M Currently known critically important sites in the three databases are linked by spatial boundaries. Month 12, Y3.
	M Web-portal operational. Month 6, Y5
	O Dynamic critical site network tool. Month 8, Y5.
	O Hard copy of the critical site network. Month 8, Y5.
	M Web portal launched. Month 8, Y5.
	O Awareness materials for the critical site network’s development. Month 6, Y1
	O Awareness materials for the critical site network’s launch. Month 8, Y5.
O Lobbying publication detailing unprotected critical sites. Month 8, Y5.	
Outcome 1.2. Enhancement of	M Existing knowledge of critical site network compiled across the AEWA area. Month 6, Y2.

primary data sources.	M	Gaps in knowledge filled. Month 6, Y5
Outcome 1.3. Strengthening of monitoring capacity	O	Materials and resources for harmonizing monitoring activities. Month 6, Y2.
	O	Monitoring manuals for training. Month 6, Y2.
	M	Training of data gatherers complete.
Outcome 1.4. Species and critical site knowledge base	O	Report on the current gaps in ecological knowledge of migratory waterbirds Month 3, Y2.
Component 2 Establishing a basis for strengthening conservation capacity.		
Outcome 2.1. Training and Awareness Programme framework	O	Generic framework sub-regional training programme. Month 10, Y1.
Outcome 2.2. Sub-regional programme development	M	Western (Central) Africa sub-regional training board established. Month 6, Y1.
	M	Eastern (Southern) Africa sub-regional training and awareness raising programme. Month 6, Y1
	M	Middle East sub-regional training board established. Month 2, Y2
	M	Central Asia / Caucasus States sub-regional training board established. Month 2, Y2
	O	Western (Central) Africa sub-regional training and awareness raising programme. Month 6, Y2.
	O	Eastern (Southern) Africa sub-regional training and awareness raising programme. Month 6, Y2.
	O	Middle East sub-regional training and awareness raising programme. Month 6, Year 3.
	O	Central Asia / Caucasus States sub-regional training and awareness raising programme. Month 6, Year 3.
Component 3: Enhanced communications capacity.		
Outcome 3.1. Demonstrations of best practice management		<i>See individual workplans in each demonstration project proposal, Annex G</i>
	M	Estonia completed. Month 12, Y5
	M	Hungary completed. Month 12, Y4.
	M	Lithuania completed. Month 12, Y5.
	M	Mauritania completed. Month 12, Y5.
	M	Niger completed. Month 12, Y5.
	M	Nigeria completed. Month 12, Y4.
	M	Senegal / Gambia completed. Month 12, Y5.
	M	South Africa completed. Month 12, Y4.
	M	Tanzania completed. Month 12, Y4.
	M	Turkey completed. Month 6, Y4.
	M	Yemen completed. Month 6, Y4.
	O	Best practices book. Month 12, Y5.
Outcome 3.2 Strengthened communications mechanisms	O	Project web site. Month 6, Y1.
	O	Project intranet facility. Month 6, Y1.
	O	Electronic discussion group / server. Month 6, Y1.
	O	Contacts database. Month 9, Y1.
	O	Annual project newsletters. Month 1, each year.
Outcome 3.3. Exchange Programme	M	Exchange programme schedules developed. Month 2, Y2.
	M	Exchange programme launched. Month 3, Y2.
Outcome 3.4: Improved wise use implementation	M	Western (Central) Africa shadowing activities (office). Month 3, Y2.
	M	Eastern (Southern) Africa shadowing activities (office). Month 3, Y3.
	M	Middle East shadowing activities (office). Month 3, Year Y4.
	M	Central Asia / Caucasus States shadowing activities (office). Month 3, Year 5.
	M	Western (Central) Africa shadowing activities (field). Month 6, Y2.

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- M Eastern (Southern) Africa shadowing activities (field). Month 6, Y3.
 - M Middle East shadowing activities (field). Month 6, Year Y4.
 - M Central Asia / Caucasus States shadowing activities (field). Month 6, Year 5.
 - M Key MEA texts published. Month 12, Y3.
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Project impact. Evaluation of the project’s success in achieving its outcomes will be monitored continuously throughout the project through semi-annual progress reports, annual summary progress reports, a mid-term and final evaluation all of which will use the project logframe as a monitoring, evaluation, and reporting tool (See Project Logframe in Annex B). Table 3 presents a summary presentation of the logframe indicators that have been identified as the key performance indicators.

Table 3. List of Key Performance Indicators

Project intervention strategy	Indicators	Baseline	Method of Data Collection/data collection strategy (including frequency)
Development Objective: Conservation of globally significant migratory waterbirds and wetlands enhanced in the African – Eurasian flyways.	1. Improvement in the average conservation status of migratory waterbirds in the project area, as established from comparison of the various trend categories in the Conservation Status Report.	1. To be established at the start of the project. Baseline will be taken from the Conservation Status Report that is published nearest to the start of the project (likely to be for AEWA MoP2, 2002).	1. Comparison of the trend categories in consecutive Conservation Status Reports presented to the AEWA MoP. Each species contained in the Annexes to the agreement is assigned a trend category relating to its status and these will be compared. This will be evaluated in the Reports presented to the AEWA MoP 2 and in 2005 and 2008.
	2. The numbers of sites designated using Ramsar Convention criteria 5, 6 (specific criteria based on waterbirds) as Internationally Important wetlands under the Ramsar Convention increases by 15%, with respect to the start of the project.	2. To be established at the start of the project. The data are constantly changing and so a value is not presented here. Number reported in the last Overview of Ramsar Sites submitted to the Ramsar CoP in 2002 was 753, so an approximately 113 sites will need to be designated over the course of the project using these criteria.	2. Comparison of the numbers of Internationally Important Wetlands designated under the criteria specific to waterbirds in the 7 th Directory of Wetlands of International Importance to those in the 8 th and 9 th Directories (expected for the Ramsar CoP9 and 10, 2005 and 2008).
	3. The number of countries ratifying AEWA increase to 70 over the course of the project. Specific targets for the new States in the project focal sub-regions of the project are: <ul style="list-style-type: none"> • Central Asia and Caucasus: 3; • Middle East: 4; 	3. Currently the number of countries ratifying the AEWA stands at 40.	3. Report of the Agreement depositary on the number of ratified States at the AEWA MoP3 and MoP4, 2005 and 2008.

	<ul style="list-style-type: none"> • Western- and Central Africa:7; • Eastern- and Southern Africa: 7. 		
<p>Immediate Objective: Strengthened strategic capacity to plan and manage the conservation of migratory waterbirds and the critical sites along their flyways.</p>	<p>1. The area of protected areas in the flyway under improved management by project end, is increased by 1.747.150 ha, as established from the application of the WB/WWF Alliance framework for establishing management effectiveness.</p>	<p>1. There is currently no baseline because the demonstration sites have not yet been evaluated using this technique. The baseline will be established at the project start.</p>	<p>1. Using the WB/WWF Alliance framework for establishing management effectiveness each demonstration site will be evaluated at the start, mid and end point of the project to establish that the demonstration activities are improving the management of the sites.</p>
	<p>2. The numbers of government employees engaged in work related to the strategic implementation of the AEWA increases by 10 % in countries that have ratified the AEWA at the project's start.</p>	<p>2. Baseline to be established at the start of the project through a questionnaire survey of AEWA States that have ratified the Agreement.</p>	<p>2. Questionnaire survey of the provincial and national level government agencies prior to each of the two AEWA MoPs that will take place during the project MoP3 and MoP4, 2005 and 2008.</p>
	<p>3. The numbers of individual stakeholders in States that have ratified the AEWA, that are actively engaged in the conservation of critically important sites for migratory waterbirds increases by the following amounts:</p> <ul style="list-style-type: none"> • Managers in critical sites: 25%; • Local (site and/or catchment scale) government decision makers: 20%; • Community leader decision makers: 15%. 	<p>3. Baseline to be established at the start of the project through a questionnaire survey of AEWA States that have ratified the Agreement.</p>	<p>3. Questionnaire survey of the provincial and national level government agencies prior to each of the two AEWA MoPs that will take place during the project MoP3 and MoP4, 2005 and 2008.</p>
	<p>4. The number of critical site management plans developed and implemented in sites of critical importance to migratory waterbirds increased by 15% by the end of the project.</p>	<p>4. An analysis of the regional reports to the Ramsar CoP nearest to the start of the project. Likely to be CoP8.</p>	<p>4. Comparison of the number of regional reports to the Ramsar Convention CoP9 and 10 against the baseline of regional reports for CoP8. The Ramsar Convention will be urged to secure specific details of the sites for which site management plans have been developed in order to enable a</p>

			comparison to data in the Ramsar Directory of Internationally Important Wetlands which provides details of their designation criteria.
Outcomes	Indicators	Baseline	Method of Data Collection/data collection strategy (including frequency)
Component 1: Scientific basis for conservation activities strengthened through development of a comprehensive, flyway scale, critical site network planning and management tool.			
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.	1. Flyway information derived from the site network tool used in the development of at least 10 site management plans for Ramsar sites of critical importance to migratory waterbirds.	1. Does not exist. Management plans cannot currently use the critical site network tool.	1. Regional Reports to the Ramsar CoPs will be used to identify sites that have had management plans developed. Direct queries will be made to the relevant agencies concerning use of the site network. One evaluation around the Ramsar CoP10, 2008.
	2. Flyway information used in the development of species action plans for at least 5 species.	2. Does not exist. Species Action Plans cannot currently use the critical site network tool.	2. Reference to the site network tool in the Action Plan documents and/or direct enquiries to the agencies involved. One evaluation around the AEWA MoP4, 2008.
Outcome 1.2. Primary data resources that underpin flyway conservation, planning and management activities enhanced to include all critically important sites in the AEWA region.	1. Data for at least 90% of the critically important sites in the AEWA area are available in the IWC and/or IBA database by the end of the project.	1. Data does not exist. There is no network currently available to enable estimation. This will be evaluated as soon as the first version of the network tool is completed, based on point data. This is envisaged in Y2.	1. Compare the list of critically important sites established by the project against the database records in the IWC and IBA databases in Y5. Comparison to the baseline will enable a demonstration of the improvement in this figure during the project.
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	1. Proportion of newly trained counters that are involved in the waterbird counts for IWC and IBA Programmes by the end of the project exceeds 75%.	1. No data exists to establish the proportion of trainees that become long-term contributors to these counts. A database of trained counters through project activities will be maintained to develop this.	1. Comparison of the database of trained waterbird counters against the data contribution records for IWC and IBA. This will be carried out annually from the start of the waterbird counter training.

network of critical sites.			
	2. Proportion of newly recognised critically important sites that are included in one or both of the IWC/IBA Programme waterbird counts exceeds 75% by the end of the project.	2. No network of critical sites currently exists and so no baseline estimate is possible. This will be established from when the first version of the network that is based on the known sites is established.	2. Once the first version of the network of critical sites is established based on existing knowledge, a record of the sites that are subsequently added based on new information collected by the project will be maintained. Annually the inclusion of these sites in annual IWC and IBA counts will be reviewed to track progress.
Outcome 1.4. Species and critical site knowledge base supports management and planning decision-making in flyway conservation.	1. By the end of the project, 10 proposals to fill information gaps have been submitted to external donors.	1. It is not appropriate to measure a baseline for this indicator because there is no systematic way of evaluating the number of research proposals developed by project stakeholders. This indicator will reflect the success of the project of stimulating new proposals.	1. Stakeholders who apply for seed-funding to help them develop proposals will be asked to report whenever they submit substantive research proposals to external donors (i.e. outside the project partnership). Evaluation will be ongoing and reported annually.
Component 2 Establishing a basis for strengthening decision-making and technical capacity for wetland and migratory waterbird conservation.			
Outcome 2.1. 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 he basis for capacity development programmes in project focal sub-regions.	1. Not applicable. The model programme does not exist to enable evaluation of its uptake.	1. The Training Boards of the each Project sub-region will inform the PCU of its willingness to use the model programme as the basis for its own sub-regional Programme development.
	2. Model utilised by one other sub-region as the basis for development of a sub-regional training programme, either within or outside the project area.	1. Not applicable. The model programme does not exist to enable evaluation of its uptake.	2. Official notification of the intention to use the model by a non-Project focal sub-region.
Outcome 2.2. Wetland and waterbird conservation Training and Awareness Raising	1. A Training and Awareness raising Programme is available in each of the four project focal regions:	1. Currently there are no sub-regionally focused training and awareness raising programmes.	1. Publication of Programmes in the predominant languages of each of the four focal sub-regions.

<p>Programmes produced ready for implementation in four sub-regions.</p>	<ul style="list-style-type: none"> • Western and Central Africa; • Eastern and Southern Africa; • The Middle East; <p>Central Asia/ Caucasus States.</p>		
<p>Component 3: Enhanced availability and exchange of information through improved communications capacity and resource provision.</p>			
<p>Outcome 3.1. Demonstrations of best practice management of migratory waterbirds and wetlands available across the flyway.</p>	<p><i>Each demonstration project has developed its own log frame for the purposes of the project (see Annex G). At the project inception they will be asked to develop their own M&E plan based on theses.</i></p>	<p><i>Baselines will be defined by each demonstration project local executing agency at the start of the project, in consultation with their lead contractor and the PCU.</i></p>	<p><i>Protocols for data collection will be established in the inception period by each demonstration project local executing agency, in consultation with their lead contractor and the PCU.</i></p>
<p>Outcome 3.2 Mechanisms for governments and NGOs to communicate between themselves and with each other strengthened.</p>	<p>1. Annual number of visitors to the AEWA website increases threefold by the end of the project.</p>	<p>1. The number of hits on the AEWA website in the year before the project start date will be used to establish the baseline.</p>	<p>1. Annually the number of hits on the AEWA website will be reported to the Project by the UNEP/AEWA Secretariat. Comparisons will then be made to the year preceding the Project's start.</p>
	<p>2. There are more than 200 subscribers to the email discussion group by the end of the project.</p>	<p>2. There is currently no discussion group. So a baseline cannot be established.</p>	<p>2. The Communications Officer for the UNEP/AEWA Secretariat will report to the Project, the number of subscribers to the discussion group annually.</p>
<p>Outcome 3.3. Mechanisms of exchange between and within sub-regions for improved flyway-level migratory waterbird and wetland management established.</p>	<p>1. At least two site twinning arrangements/joint site action plans established in each flyway exchange network by the end of the project.</p>	<p>1. During the establishment of the flyway exchange networks it will be a requirement that the number of existing twinning / joint site action plans pre-existing are reported.</p>	<p>1. Each flyway exchange network coordinator will report to the Project on twinning / joint site action plans that develop as a result. The numbers will in themselves be an indicator of success but their comparison to the baseline will provide further qualification of success.</p>
<p>Outcome 3.4: Wise-use of migratory waterbirds and wetlands is better understood and implemented by governments in</p>	<p>1. More than 75% of the States in the project focal sub-regions which are not yet Ramsar Convention contracting parties, ratify it by the end</p>	<p>1. The number of States not ratifying the Ramsar Convention in the focal sub-regions at the start of the project will constitute the baseline.</p>	<p>1. Annually the Ramsar Convention Bureau's records of ratification will be examined to establish the progress towards this indicator.</p>

focal sub-regions.	of the project.		
	2. Annual waterbird surveys take place in 90% of States in sub-regions by the end of the project.	2. At the start of the project the countries that have contributed waterbird surveys to the IWC in the preceding year will be established to form the baseline.	2. Waterbird Census reports for western Palearctic and South-West Asia and the African regions of the IWC will be examined annually to establish the additional States that have contributed waterbird surveys since the start of the Project. This will be reported annually.

Table 4: Monitoring and progress reports

This table describes the key content required in the bi-annual progress reports and quarterly financial reports.

Report	Format and Content	Timing	Responsibility
Progress Reports			
Document the completion of planned activities, and describe progress in relation to the annual operating/work plan.	Reports will use standard UNEP Progress Report format.	Half-yearly, within 30 days of end of each reporting period,	Project Coordination Unit
Review any implementation problems that impact on performance	The project logframe will be attached to each report and progress reported against outcome and output indicators.		
Summary of problems and proposed action			
Provide adequate substantive data outcomes for inclusion in consolidated project half-yearly and annual progress reports			
Highlights of achievements			
The Project Implementation Review (PIR) reports	Per GEFSEC format	Yearly (after project has been under implementation for one year)	UNEP Task Manager
Consolidated Annual Summary Progress Reports			
Presents a consolidated summary review of progress in the project as a whole, in each of its activities and in each output	Reports will use a standard format to be developed following the UNEP Progress Report model	Yearly, within 45 days of end of the reporting period	Project Coordination Unit
Provides summary review and assessment of progress under each activity set out in the annual workplan, highlighting significant results and progress toward achievement of the overall work programme	The project logframe will be attached to each report and progress reported against outcome and output indicators. A consolidated summary of the half-yearly reports		
Provides a general source of information, used in all general project reporting	Summary of progress and of all project activities Description of progress under each activity and in each output Review of delays and problems, and of action proposed to deal with these Review of plans for the		

following period, with report on progress under each heading

Financial GEF reports

Report on co-financing that has been provided to project as originally estimated in project proposal approved by GEF

Use Annex as found in project document with supporting documentation of realized co-financing

Annual

Project Coordination Unit

Financial UNEP reports

Details project expenses and disbursements

Standardized UNEP format as found in project document

Quarterly

Project Coordination Unit

Disbursements and expenses in categories and format as set out in standard UNEP format, together with supporting documents as necessary

Financial audits

Annual audit

Audit of accounts for project management and expenditures

Annual

Project Coordination Unit

ANNEX 8-J. EXPANDED INSTITUTIONAL PROFILES

The profiles of the key named project technical / political partner organisations are described in brief below with summaries. For fuller details of their ToR please see Annex I.

Non Governmental Agencies
<i>Wetlands International</i>
<p>Institutional Profile</p> <p>Wetlands International is a leading global non-profit organisation dedicated solely to the crucial work of wetland conservation and sustainable management. Well-established networks of experts and close partnerships with key organisations provide Wetlands International with the essential tools for catalysing conservation activities worldwide. Activities are based on sound science and have been carried out in over 120 countries. The expertise of Wetlands International enables it, in collaboration with partners, to anticipate and to propose new actions at a strategic level to deliver innovative conservation results</p> <p>Mission: <i>“To sustain and restore wetlands, their resources and biodiversity for future generations through research, information exchange and conservation activities, worldwide.”</i></p> <p>The ‘roots’ of Wetlands International were greatly enriched by waterbird conservation expertise, created and built upon the well regarded volunteer-led International Waterbird Census (IWC), developed well before environmentally related global Conventions. The IWC continues to be a crucial component of global biodiversity indexes. Worldwide, Wetlands International originated to monitor and to conduct applied research on waterbird populations, and to work for the conservation of the wetlands upon which the birds depend. Wetlands International’s current role and global core strength and niche depends upon being Policy relevant and user needs driven.</p> <p>Core work priorities are:</p> <ul style="list-style-type: none">• Waterbird monitoring activities, associated data management and supra-national analysis and reporting;• Design and piloting of regional approaches to wetland inventory, assessment and monitoring;• Design of, development and support to a family of regional flyways;• Science-led input to and facilitation of the conservation and wise use of wetlands <p>Wetlands International has 19 offices worldwide. The headquarters are located in Wageningen. This is where the Project Coordination Unit for the GEF project will be located. Within the project area Wetlands International expertise is represented by offices in Russia (Moscow), Ukraine (Kiev), Senegal (Dakar), Mali (Mopti) and in Guinea-Bissau (Bissau).</p> <p>Summary of Role in Project</p> <p>Wetlands International was the executing agency for the PDF-B phase of the project, being responsible for the development of the full GEF project brief.</p> <p>In the full GEF proposal, Wetlands International will be the senior lead contractor.</p> <p>It will be the host organisation for the PCU and will administer all co-finance.</p> <p>It will Chair the PSC through a member of its Board of Directors and be represented through a member of staff on the Committee.</p>
<i>Wetlands International – West Africa Programme Office</i>
<p>Institutional Profile</p> <p>The Dakar Senegal Office of Wetlands International (opened in 1998) coordinates Wetlands International’s activities in West Africa within the framework of a protocol agreement with the government of the Republic of Senegal (Environment and Nature Protection Ministry). This program</p>

is geared towards training and strengthening the capacities of decision-makers and those field practitioners involved in the management and monitoring of wetlands and waterbirds. The Dakar Office is also responsible for coordinating the African Waterbird Census (AfWC is the African regional component of the IWC).

Summary of Role in Project

The Dakar Senegal Office of Wetlands International will be a subcontractor in the development of the training and awareness raising programme in the West-African sub-region.

BirdLife International

Institutional Profile

BirdLife is a global Partnership of over 100 national, non-Government conservation organisations with a focus on birds. The BirdLife Partnership works together on shared priorities, policies and programmes of conservation action, exchanging skills, achievements and information, and so growing in ability, authority and influence. Worldwide, BirdLife Partners have over 2.5 million members and 4000 staff, with more than a million hectares of natural habitats owned or managed and the annual involvement of over 2 million children. BirdLife is the leading authority on the status of birds and their habitats, and the issues and problems affecting bird life around the world.

Mission: *“The BirdLife International Partnership strives to conserve birds, their habitats and global biodiversity, working with people towards sustainability in the use of natural resources”.*

BirdLife International promotes sustainable living as a means of conserving birds, and all other life forms. BirdLife programmes are built through a participatory process of:

- Linking Partners to plan policy, programmes and actions and to agree chosen priorities
- Using the expertise and resources of Partners in all activities as fully as possible
- Dividing programme tasks and responsibilities amongst the Partnership according to their wishes, expertise and capabilities
- Sharing skills, experience and information within the Partnership so as to develop the capacity of individual Partners
- Providing open access to data on birds and biodiversity to enable better informed decision-making
- Democratic governance by the Partners
- Working through local communities, organisations and individuals
- Integrating bird and biodiversity conservation with social and economic development.

BirdLife works with all like-minded organisations, national and local governments, decision-makers, landowners and managers in pursuing bird and biodiversity conservation. The BirdLife programme is built around the themes of species, sites and habitats, with people as a central element within each theme. Current major work areas of the Partnership include Globally Threatened Birds, Important Bird Areas, and monitoring and indicators. Data are stored and shared through the World Bird Database.

Within the global Partnership, network organisations are grouped together within geographic regions (e.g. Europe or Africa) for the purpose of planning and implementing regional programmes and may choose to elect Regional Committees to support the delivery regional programmes. Within the project area there are 18 BirdLife network organisations in Africa, 42 in Europe and 7 in the Middle East/West Asia.

The Partnership holds Global Partnership Meetings (every four years) to adopt strategies, programmes and policies and elect Council / Committee members. The Council appoints a Chief Executive Officer to head a decentralised international Secretariat (BirdLife staff). The Secretariat co-ordinates and supports the Partnership to achieve BirdLife International’s aims and objectives. At present there are Secretariat offices in Belgium, Ecuador, Indonesia, Japan, Jordan, Kenya, the

Netherlands and (handling global co-ordination) the United Kingdom.

Summary of Role in Project

BirdLife International was the senior contractor in the PDF-B project working closely with Wetlands International to develop the project components and full brief.

In the full GEF project BirdLife International will be a lead contractor.

BirdLife International will be a member of the PSC.

Multilateral Environmental Agreement Secretariats

UNEP / African Eurasian Waterbird Agreement Secretariat

Institutional Profile

In accordance with Article IV of the Convention on the Conservation of Migratory Species of Animals (CMS), Parties of CMS are encouraged to develop and conclude regional Agreement for species listed in Appendix II. These are species that have a unfavourable conservation status and/ or would benefit significantly from international co-operation.

In the mid eighty's the Netherlands took the lead to develop an Agreement for migratory waterbirds which addressed the so-called Western Palearctic flyway. In 1995 the Agreement on the Conservation of African-Eurasian Migratory Waterbirds was concluded in the Hague and entered into force after the required number of Range States has signed and ratified the Agreement on 1 November 1999.

At the first Session of the Meeting of the Parties (South Africa, 1999) it was decided to establish a permanent Secretariat to be administered by UNEP. After recruitment of the Executive Secretary the permanent Secretariat, based in Bonn, was established on 17 July 2000.

In general the UNEP/ AEWA Secretariat is responsible for executing decisions taken by the Meeting of the Parties. In addition the Secretariat shall promote and coordinate activities under the Agreement including Action Plan.

Summary of Role in Project

The Secretariat has been closely involved in the design of the GEF project since its inception end 1998/ early 1999.

The UNEP/ AEWA Secretariat will steer the project taking into account the goals and objectives of the CBD and Ramsar. This it will achieve through its role in the PSC.

The UNEP/ AEWA Secretariat will support the Lead Contractor agencies by helping facilitate their work whenever needed and by giving guidance, advice.

Furthermore the Secretariat will be strongly involved in providing a significant proportion of the co-financing.

Ramsar Convention Bureau

Institutional Profile

The Ramsar Convention Bureau is the secretariat of the Ramsar Convention on Wetlands. The Convention, signed in Ramsar, Iran, in 1971, is an inter-governmental treaty which provides the framework for national action and inter-national cooperation for the conservation and wise use of wetlands and their resources. There are presently 135 Contracting Parties to the Convention, with 1235 wetland sites, totalling 106.6 million hectares, designated for inclusion in the Ramsar List of Wetlands of International Importance.

Mission: *"The Convention's mission is the conservation and wise use of wetlands by national action*

and international cooperation as a means to achieving sustainable development throughout the world" (Ramsar COP6, 1996).

Summary of Role in Project

The Ramsar Convention Bureau will steer the project taking into account the goals and objectives of the CBD and AEWA . This it will achieve through its role in the PSC.

The Ramsar Convention Bureau will support the Lead Contractor agencies by helping facilitate their work whenever needed and by giving guidance, advice.

Intergovernmental organisation

UNEP-World Conservation Monitoring Centre (UNEP-WCMC)

Institutional Profile

The UNEP World Conservation Monitoring Centre was established in 2000 as the world biodiversity information and assessment centre of the United Nations Environment Programme. The roots of the organisation go back to 1979, when it was founded as the IUCN Conservation Monitoring Centre. In 1988 the World Conservation Monitoring Centre was created jointly by IUCN, WWF-International and UNEP. The financial support and guidance of these organisations in the Centre's formative years is gratefully acknowledged.

As an international conservation organisation, UNEP-WCMC provides objective, scientifically rigorous and focused information on global biodiversity.

UNEP-WCMC's vision is of a wiser world, in which people everywhere recognise that the diversity of life on earth is vital to the future of humanity - and use this knowledge in all their decisions. In striving towards this vision the Centre promotes wiser decisions and a sustainable future by providing information on conservation and sustainable management of the living world.

Building upon and consistent with its role in UNEP, the Centre provides specialized services that include assessment and compilation of knowledge, communication to policy-makers and the wider public, capacity-building for information management, and support for education.

The Centre's mission is addressed through three objectives. These are:

- To provide early warning and assessment of emerging challenges in biodiversity conservation and sustainable management;
- To support the development and implementation of MEAs and programmes that promote biodiversity conservation and sustainable management; and
- To enhance access to expertise, tools, techniques and information for public awareness, education, capacity-building and cross-sectoral cooperation.

Summary of Role in Project

UNEP-WCMC will be a contractor under Wetlands International.

Their role will be to strengthen the capacity of information management through strong partnerships and high technical state of art applications to facilitate, access and manage vital data for the project. This will be integral to Component 1 where the necessary expertise to develop the portal for linking databases to create the site network tool will be provided.

Government Institutions

Kenya Wildlife Service Training Institute

50. **Profile**

The Kenya Wildlife Service Training Institute (KWSTI) is a training branch of the Kenya Wildlife Service. The Kenya Wildlife Service (KWS) is a Kenya government organization, which has the mandate to conserve all the countries biodiversity. The KWSTI is based in Naivasha, 80 km from Nairobi. It serves the nation as a medium-sized comprehensive tertiary institute dedicated to excellence in all its programs and operations. It is a bio-diversity conservation centre in which knowledge is sought as well as taught. It offers specialized and refresher courses as well as training in Natural Resources Management in an effort to enhance Conservation, Management and Sustainability of bio-diversity in Kenya and globally.

KWSTI coordinates and runs the East African Wetland Management Course.

Summary of Role in Project

The KWSTI will be a subcontractor in the development of the training and awareness raising programmes in the East-African sub-region.

ANNEX 8-K: LIST OF REFERENCES

Key published reference documents for data and information provided in this proposal are provide below.

Finlayson CM, Begg GW, Howes J, Davies J, Tagi K, Lowry J. 2002. *A manual for an inventory of Asian wetlands: Version 1.0*. Wetlands International Global Series 10, Kuala Lumpur, Malaysia.

Fishpool LD and Evans MI (eds). 2001. *Important Bird Areas in Africa and associated islands: Priority sites for conservation*. BirdLife International Conservation Series No. 11. Cambridge, UK.

Gilissen N, Haanstra L, Delany S, Boere G and Hagemeyer W. 2002. *Numbers and distribution of wintering waterbirds in the Western Palearctic and Southwest Asia in 1997, 1998 and 2000. Results from the International Waterbird Census*. Wetlands International Global Series 11, Wageningen, The Netherlands.

Heath MF and Evans MI (eds). 2000. *Important bird areas in Europe: priority sites for conservation. 2 vols*. BirdLife International Conservation Series No.8. Cambridge, UK. Cambridge

Wetlands International. 2002. *Ramsar Sites: Directory and Overview*. Wetlands International Global Series 13. Wageningen, The Netherlands.

Wetlands International. 2002. *Waterbird Population Estimates – Third Edition*. Wetlands International Global Series 12, Wageningen, The Netherlands

ANNEX 8-L: MAPS AND FIGURES

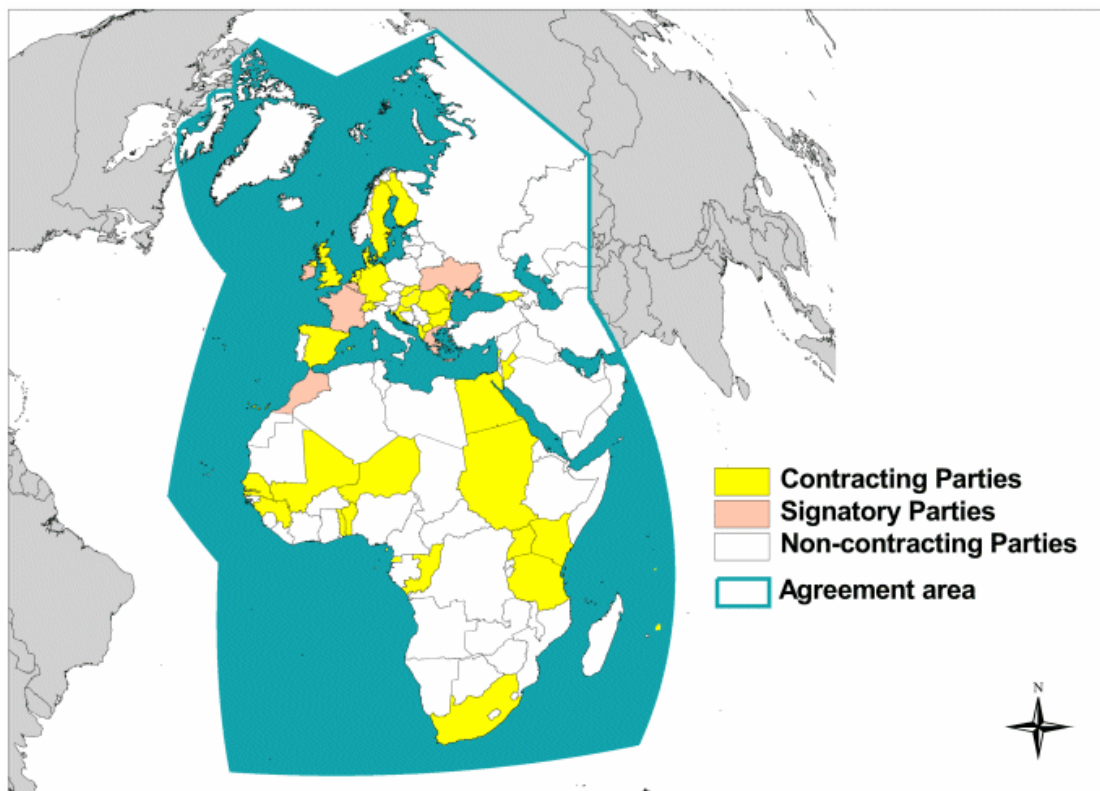
INTRODUCTION

This Annex contains maps in support of the main project brief and other supporting annexes. These are:

- Map 1: The project (AEWA Agreement) area and current AEWA contracting and signatory parties.
- Map 2: The focal sub-regions of the project.
- Map 3: Location map of the demonstration projects in the project area.

MAPS

Map 1: The Project Area and current AEWA contracting and signatory parties
(taken from the AEWA website).

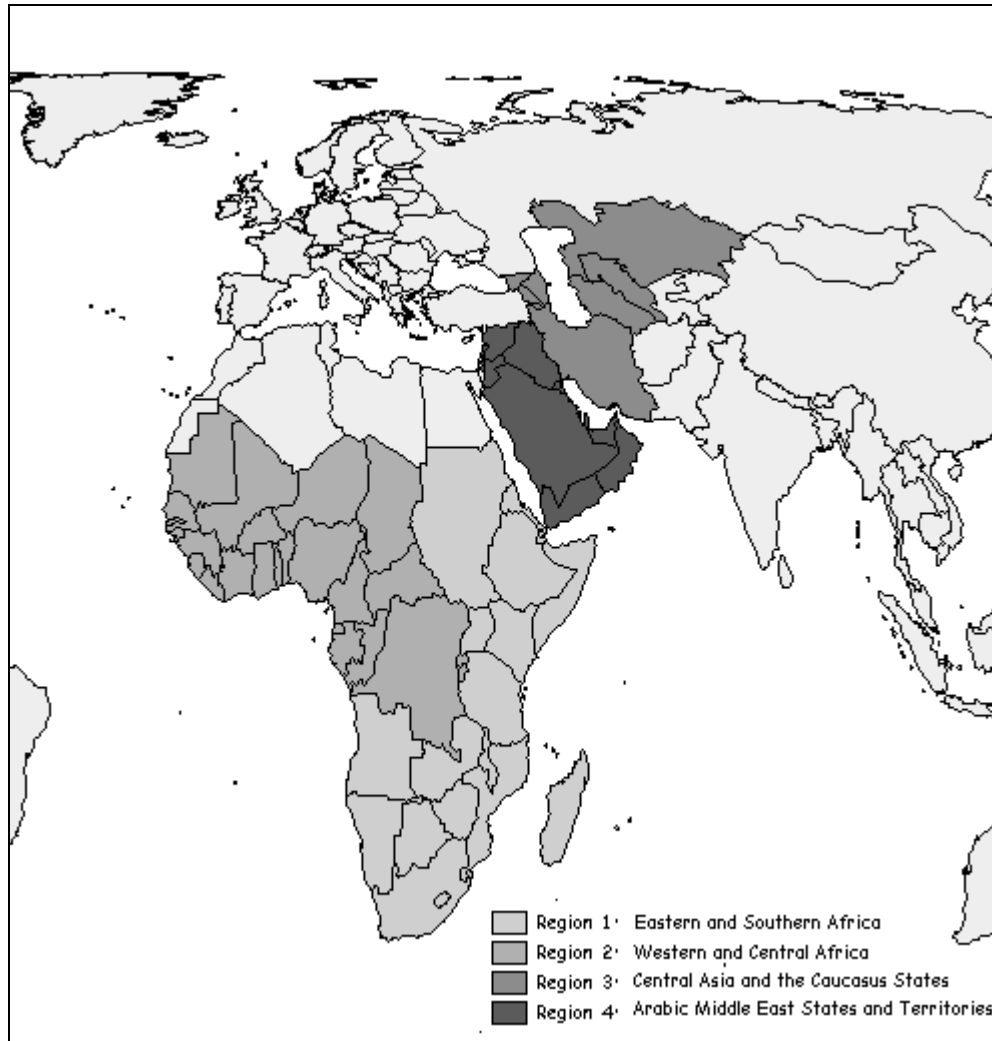


The AEWA area is defined in the AEWA Agreement text, Annex 1, as follows:

“The boundary of the Agreement area is defined as follows: from the North Pole south along the 130°W line of longitude to 75°N; thence east and southeast through Viscount Melville Sound, Prince Regent Inlet, the Gulf of Boothia, Foxe Basin, Foxe Channel and Hudson Strait to a point in the northwest Atlantic at 60°N, 60°W; thence southeast through the northwest Atlantic to a point at 50°N, 30°W; thence south along the 30°W line of

longitude to 10°N; thence southeast to the Equator at 20°W; thence south along the 20°W line of longitude to 40°S; thence east along the 40°S line of latitude to 60°E; thence north along the 60°E line of longitude to 35°N; thence east-northeast on a great circle to a point in the western Altai at 49°N, 87°27'E; thence northeast on a great circle to the coast of the Arctic Ocean at 130°E; thence north along the 130°E line of longitude to the North Pole. The outline of the Agreement Area is illustrated on the following map.”

Map 2: Focal sub-regions of the project area.



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

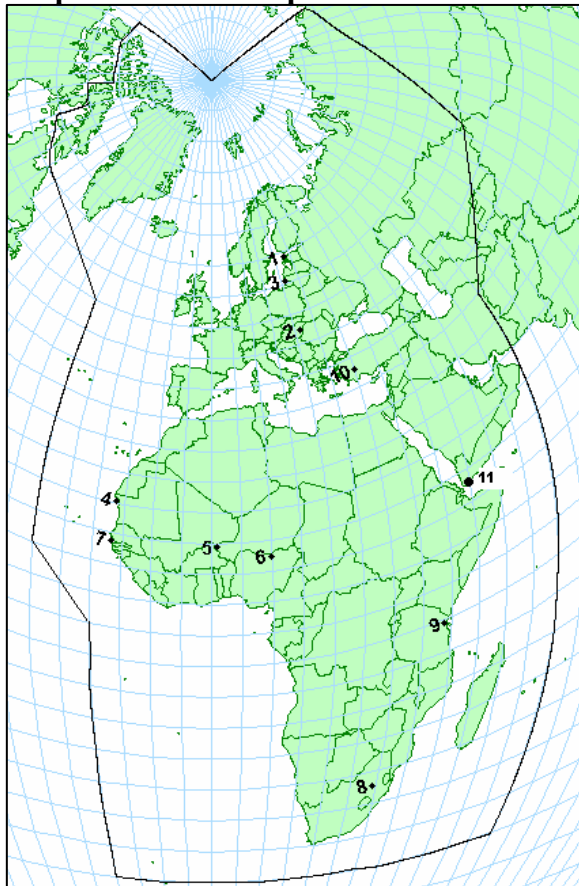
Middle East

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

Central Asia and the Caucasus States:

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

Map 3: Location map of the demonstration sites



The eleven demonstration project sites are as follows:

- Haapsalu - Noarootsi Bays, Estonia
- Biharugra's Fishponds, Hungary
- Nemunas Delta, Lithuania
- Banc D'Arguin, Mauritania
- Kokrou and Nanga, Niger
- Hadejia Nguru, Nigeria
- Saloum-Niumi, Senegal / Gambia
- Wakkerstroom, South Africa
- Dar es Salaam, Tanzania
- Lake Burdur, Turkey
- Aden Lagoons, Yemen

ANNEX 8-M: RESPONSE TO GEF COUNCIL MEMBER COMMENTS

CONTENTS

GENERAL COMMENT

In this Annex, responses to comments received from participants in the GEF Council meeting in November 2003 are presented. In the interests of brevity and clarity, the points raised have been summarised into specific numbered 'Issues' and correspondingly numbered 'Responses' are provided.

RESPONSES

German Comments

Issue 1: The German government raise concerns regarding the length of the GEF Project Brief, Executive Summary and associated documentation. They consider that the documentation could have been considerably shorter and more specific for GEF purposes and suppose that there has been too much cut and paste. In particular they refer to excessive detail in the presentation of the STAP review, Supplementary STAP review, Response to STAP review and the presentation of the individual demonstration projects. Regarding the demonstration projects they also ask why there was a mismatch between the detail for these against the detail provided for other activities.

Response 1: We note the concern expressed by the Council Member and apologize for any inconvenience caused. Presenting global, regional or multi-country projects presents a special challenge to Implementing Agencies of the GEF and the project executing agencies. Page limits have always been established within the GEF for single country, single-site interventions and there has been no direction or guidance provided on how to present a project such as this whose scope is much broader. UNEP's approach has been to provide the Council with enough information so that they can review the project adequately and we apologize the German Council member believes that we may have overdid it in this case. We have tried to present the project design within the proposal page limits and have been as brief as possible. The supplementary Annexes are provided for additional information purposes for the reader. Each component of the project, including the demonstration projects, are more fully explained in the supplementary Annexes hence we do not perceive that there is a mismatch in detail provided. In terms of the STAP review, this is an independent review and the Implementing Agency does not have the prerogative to selectively present the STAP review but must present it in its entirety in order to avoid any perceptions of manipulating the unbiased nature of the STAP review.

Issue 2: The German government could not find chapters G-10, G-11 and G-12 on the internet site.

Response 2: This is unfortunate and we will relay this information to the GEFSEC. We can provide these on request of course if you can send us an email address.

Issue 3: In the last two paragraphs of the comments, the German Government query the cost effectiveness of the benefits of taking a comprehensive (flyway) approach to migratory waterbird conservation. As an example, it is suggested that the value of demonstration projects across the whole area in terms of sharing and exchanging information between themselves is limited due to differing contexts. Further it is suggested that demonstration project selection has not been made on the basis of willingness to cooperate but on the basis of geographical spread.

Response 3: Although the strategic level, catalytic approach of this project generates results which are not so immediately tangible, we do not feel that this in any way diminishes the cost effectiveness of the

intervention as a whole. The project is a flyway scale conservation project. Threats to the conservation status of migratory waterbirds and their root causes have been identified at this transboundary, supra-national scale that are to be addressed through the catalytic, strategic interventions that this project is proposing. The project's aim is not to achieve major conservation results on the ground directly through project interventions. To some extent this will be achieved through the demonstration projects, but these are selected with the primary aim of providing demonstrations of best practice site management to other practitioners in the flyway. The benefits to stakeholders will be achieved through catalysing processes and mechanisms that are to a large extent already in existence, by providing additional individual, institutional or information resource capacity. This will significantly increase the amount and quality of current and future on the ground initiatives, being implemented by politically willing partners that will achieve results. Herein lies the benefit and value of the supra-regional approach in the context of flyway conservation.

It is true that concerning certain issues there will be relatively little benefit for exchange of information and experience between demonstration projects in vastly differing contexts. However, the project is structured to so that the benefits will be shared at international, regional, national and local scales. Furthermore, the particular lessons learned and technical information being made available through these mechanisms and fora will be designed to be appropriate to the scale.

It is also important to add that the demonstration projects have not been selected in order to ensure an even selection of countries from a large part of the world. Selection was based on a number of factors that took precedence over this, including political willingness to cooperate. Willingness is underlined by the involvement of the demonstration project countries in relevant Multilateral Environment Agreements (MEAs) such as the African Eurasian Waterbird Agreement and the Ramsar Convention (all sites are members of one or both of these, or expressed in writing a strong desire to do so (one case only)). Selection due to geographical spread was also a consideration, because it is helpful when trying to catalyse flyway scale, strategic conservation initiatives. However, it did not drive the process (it is worth noting that whilst applications were received from Central Asian countries to include a demonstration project in this region, none was selected for technical reasons).

Swiss Comments

Issue 1: The Swiss government suggest that the project is too complex to achieve measurable results within 5 years (they cite the need for transboundary coordination / cooperation between 117 countries and the need to ensure direct involvement of 12 countries each with differing contexts as presenting very significant challenges). They strongly recommend that the project duration be extended by an additional 3 years [making the total project duration 8years].

Response 1: The project is a complex undertaking. However it will not aim to engage all 117 countries in the flyway in cooperative and coordinated actions. Through strategic initiatives it will catalyse this process, including achieving this through more effective implementation of the relevant MEAs. These represent important mechanisms whereby this coordination and cooperation will ultimately be achieved and this may take many years. The project will help speed up this process. In order to limit the project's scope to measurable results during its implementation a series of performance indicators have been developed and included in the draft Monitoring and Evaluation Plan in Annex I. We consider that the concerns of the Swiss government concerning ambition and complexity are addressed by this plan and its implementation during the project and so there is no need to extend the project's duration.

Regarding concerns over the engagement of the 12 demonstration projects; each project will be implemented on the ground independently from one another. The role of sub-regional and flyway scale coordination will be to ensure their successful implementation and administration in line with their goals

and that the maximum demonstration value is available and disseminated for flyway, sub-regional, national and local scale benefit. This role will be achieved through various sub-regional and flyway scale project initiatives and existing networks. Funded project personnel at the flyway scale are available to facilitate the coordination of these projects administratively and technically and so we are confident that they will not represent too significant a challenge.

Issue 2: The Swiss government are concerned about the sustainability of the project in terms of its dependence on the good-will of the international NGOs as key actors in wetland and migratory waterbird conservation, who they consider to be the drivers of the project.

Response 2: Both of the two key international NGOs involved specifically in wetland and waterbird conservation have been involved in this work for many years and these types of activities are embedded in their respective organisational strategies and action plans. Wetlands International has been coordinating waterbird counts in the Western Palearctic and Africa for over 50 years, including the management of related databases and coordination of a counter network of more than 10.000 counters. BirdLife International's Important Bird Area Programme is a key pillar of the organisation's strategy, has been running for more than 20 years and has now been developed for almost all regions of the world, in some areas it is already in its second version. Tens of thousands of sites have been designated as IBAs and BirdLife is now developing Site Support Groups for these sites to improve data collection and site management. Therefore it can be seen that these activities are not dependent on the good-will of these organisations but form part of their long-term strategy and investment.

It should also be highlighted that whilst Wetlands International and BirdLife International have been important in ensuring the project has reached this stage, they are not driving the project purely for their own needs. Both the AEWAs MoPs 1 and 2 and the Ramsar CoP 8 have endorsed the project showing there is considerable need and support for this project. Therefore as key organisations helping to implement the Action Plans of the two MEAs, Wetlands International and BirdLife International can also be seen to have been driving the project on behalf of the Parties to these MEAs.

Issue 3: Clarification is requested concerning the degree of stakeholder participation in the project. The Swiss government find that whilst local people have been / are being consulted, there is little evidence of their participation. Furthermore they suggest that there is little indication that the project intends searching for conservation compatible economic alternatives for the rural poor.

Response 3: [NOTE: It is assumed that this comment directly addresses the demonstration projects only, because they represent the elements of the project where site-based interventions are planned.]

The development of the demonstration proposals has engaged local stakeholders. Furthermore they are strongly involved in the implementation plans for the projects they have participated in developing, which frequently include the development of economic alternatives for the rural poor. The annexes referring to the demonstration projects describe the activities and implementation arrangements. In almost all of these the local stakeholders are actively engaged in and benefiting from the demonstration project intervention. Furthermore, in most cases the local steering committees for each demonstration project include a variety of relevant local stakeholders, thus ensuring decision-making is taken that is sensitive to their needs.

Issue 4: It is suggested that key components of the proposed demonstration projects should be highlighted in the main text. This should include the threats in the threat analysis section and mention of the root causes.

Response 4: It was not felt necessary to give the demonstration projects such a high profile in the GEF Project Brief as the Swiss Government suggest. The demonstration projects are important and integral

elements of the project's intervention strategy but they form part of a component of work, not a separate component by themselves. An outcome of the project will not be demonstration of best practices but the increased exchange and availability of information including that generated by the demonstration projects. Therefore it was felt more important to structure the analysis of the threats and root causes at a broader scale than the demonstration projects. For this reason the analysis of threats and root causes for demonstration projects has been placed in the specific annexes (where we would prefer to leave them) and not in the main text where space is limited.

Issue 5: The Swiss Government perceive that there is an ongoing lack of responsibility for the management of migratory waterbird data and information that this project fails to address. Further, of the final use of the information this project generates is queried and it is suggested that this should be held under one umbrella organisation / NGO in a proper structure.

Response 5: Waterbird data collection, storage and management has been undertaken by Wetlands International and its precursor organisations for more than 50 years under the guise of the International Waterbird Census. BirdLife International's Important Bird Area Programme has been running for at least 20 years. The Ramsar Convention's site database has been developing for more than 30 years. These are all well established databases with histories of data collection, management and coordination. These three resources will form the basis of the critical site network tool that this project will establish and will be augmented by the project's activities. The tool will be in the form of an internet portal that accesses these databases, 'live'; as data in one of these databases changes so will that which is accessible through the network tool. Therefore, the management of data related to migratory waterbirds will continue to be the responsibility of Wetlands International, BirdLife International and Ramsar as it has been for many years. The critical site network tool will come as close as possible to the structure and ownership that the Swiss government refer to and will give this added value through the development of a knowledge base to work alongside the data accessible through the portal. Long-term maintenance of the portal will become the responsibility of the AEWA. The options for development of this resource have been carefully considered by the main stakeholders during the project's preparatory stage and it is not possible to develop this further given the current constraints regarding ownership of the data in these three databases and their multiple uses beyond flyway conservation concerns. There is no reason to expect that this should not be sustainable long-term.

Issue 6: There is insufficient attention paid by the project to addressing root causes of problems at the site level and it is felt that the sustainability of the site interventions is therefore questionable.

Response 6: It is true that the demonstration projects do not present a full analysis of all of the root causes of threats at each site. Instead they address the root causes in so far as they relate to the specific best practice measures being demonstrated. However, it should also be noted that in many sites, the best practice measures are part of a range of other measures that collectively comprise a response to the root causes of threats to the sites as a whole. A good example of this is the development and implementation of an ecotourism strategy in the Mauritanian site, Banc D'Arguin. Here a management plan has been drawn up in response to the threats and root causes identified and the demonstration project will enable implementation of the ecotourism component.

Issue 7: The Swiss government queries to what extent the costs of the project are being contributed by the two main NGOs.

Response 7: Costs are already being contributed by Wetlands International and BirdLife International. Please see the co-financing amounts being provided by these organisations which are in excess of US\$0.75m. It should be noted that operational costs specified in the Project Brief budget are only applicable for the GEF funded element of the project.