



Agreement

Between the Netherlands Ministry of Foreign Affairs (DGIS) and Wetlands International, relating to co-operation for the conservation and wise use of wetlands.

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1 Introduction and Background

This Agreement has been created to define the future working relationship between the Netherlands Ministry of Foreign Affairs - DGIS and Wetlands International, under which Wetlands International aims, through a programmatic approach, to deliver actions that directly address the needs of less developed countries in respect of sustainable wetland development and related water resources issues.

Initially, the Agreement sets out a programme that is of fifteen months duration, however, it also provides an indicative longer term programme following the initial period. The Agreement contains a review of the global approach of the organisation and includes examples of existing programmes and the targeting rationale employed.

1.1 *Wetlands International's approach and capacity*

Wetlands International occupies a unique position among international organisations. It is a non-governmental organisation, concerned solely with the conservation and wise use of wetlands by people. We believe that wise use and conservation of wetlands and their resources will provide a basis for the strengthening and consolidation of the basis for poverty alleviation, with regard to the values of wetlands for environmental and food security of subsistence communities, (which in most parts of the developing world constitute a majority of the people dependent on wetlands).

Priorities for our work are set by the needs of countries and their obligations to international Conventions, especially the Ramsar Convention. We believe that actions that strengthen wise use:

- must involve and benefit local communities, and conserve natural resources;
- can only be based on a relationship built upon trust;
- must be based on sound science.

Our tools for this work include work on biodiversity and closely related water resource management, in the context of country, transboundary and international relationships, with a very strong focus upon capacity building. Our approach is to assist countries through carefully targeted actions, while progressively enabling countries to reduce their dependence upon Wetlands International's project work at local level, leaving our role continuing as a partner and co-ordinator at national, or international level.

Wetlands International's capacity to deliver our scientific and technical work is performed by directly employed staff, but also through 20 Specialist Groups, which between them have well over 2,000 members, and which are also used by the IUCN Species Survival Commission and by Birdlife International. Additional work is undertaken through partner NGO staff, associate experts and volunteers. Our policy and technical work is also assisted directly by our National Delegates.

1.2 *Responding to the needs of countries*

Wetlands International's member countries, and other countries where we are active, and who are usually also Ramsar Convention Contracting Parties, are entitled to technical support from the organisation. This support ranges from scientific advice, through to drafting of wetlands policies, and delivery of demonstration projects and training / capacity building programmes.

1.3 Relationships with Partners and Conventions

The relationship between Wetlands International and others is based upon co-operation not competition. Various Agreements have been entered into by Wetlands International at global, regional and in some cases, country level, in order to clearly set out the mechanism through which co-operative actions are delivered. These are listed in Appendix 1

In particular, the Memorandum of Understanding between the Ramsar Convention Bureau and Wetlands International identifies the areas of technical work undertaken in support of the Convention, such as management of the Ramsar Database, waterbird counts and estimates, training and advisory work.

The Joint Work Plan recently agreed between the Ramsar Convention and the Convention on Biological Diversity, calls upon the International Organization Partners, including Wetlands International, to deliver inputs and products, e.g. in respect of peatlands, agricultural practices and inventory.

In addition, the Memorandum of Understanding between Wetlands International and the Secretariat of the Convention on Biological Diversity, calls upon Wetlands International to co-operate over a wide range of technical co-operation areas. In addition to actions under the Joint Work Plans of Ramsar and CBD, and also of Wetlands International and CBD, forest ecosystems, alien invasive species, and wetlands in dry and sub-humid areas are to be targeted for short term actions.

2 Wetlands International's Programme

The existing Programme is co-ordinated globally through the International Co-ordination Unit and managed by three Regional offices - Africa, Europe, Middle East; Asia-Pacific; Americas. The rationale for the whole Programme is based upon the philosophy and principles outlined earlier.

In each of the three Wetlands International Regions and supporting this global approach, four of our leading thematic programmes are of direct relevance to less developed countries, and thus to the goals and objectives of international development agencies.

- management of transboundary biodiversity,
- integrated water and wetlands management
- holistic (ecosystems & catchment) approach to river management
- support to conventions and their Contracting Parties (e.g. Ramsar, CBD, CMS, AEWA)

An outline of the current Regional Programmes of Wetlands International are given in Appendix 2. The track record of Wetlands International's work to date reflects the success of the science and country-led approach. Some highlights of this work are also shown in Appendix 3.

2.1 Targeting the needs of developing countries

In working with developing countries, Wetlands International recognises that:

- People regard wetlands as the living core of their natural resource assets - a dependable long term resource.
- The socio-economic value of wetlands relate to multiple purposes, their conservation or use for single products or issues, such as migratory species only, is rare. Wise use of this multi-functionality can provide an important basis for poverty alleviation.
- Participatory and integrated wetland management strategies are essential for strengthening food and environmental security of subsistence economies.

In the following sections, we outline our approach, as summarised in section 1.1 above, which takes into account the above considerations and is also well-informed by guidance built on the experience of ourselves and our partner organisations.

2.2 Wetlands and water resource management

Wetlands International works with its partners to promote the wise use of wetlands and water resources, through which conservation-led management approaches are delivered. Our work is always aimed at promoting integrated solutions to enable sustainable soil and water use, and does not treat wetlands in isolation from the wider ecosystem, or separated from local economic pressures, and is informed by global best practice.

There are a number of initiatives that we are involved in, that aim to integrate wetlands management into the wider river basin management framework, such as the River Basin Initiative. The Initiative draws upon global experience of projects concerned with management of catchments, floodplains, or rivers and is guided by the *Ramsar Guidelines for integrating wetland conservation and wise use into river basin management* (see Ramsar Handbook nr. 4, towards which we have contributed a case study). We are also a member of the European Rivers Restoration Centre.

At national level, wetlands and water resource management involve most ministries to at least some extent, and in a developing country context, it is often difficult to obtain sufficient inter-ministerial co-ordination to permit rational planning and effective local involvement. Wetlands International is experienced in catalysing scientifically-based consensus amongst political and technical leaders and in developing action-oriented regional and national wetland strategies and action plans. In addition, we have considerable experience in wetlands inventory and monitoring and in capacity building, as briefly described below.

2.3 Capacity building and sustainability

Actions which do not create lasting results and self-reliance are wasted actions. For this reason, project design by Wetlands International is based upon the outcomes of strategic planning, taking into account structured criteria (see Appendix 5) which aim to ensure that projects or actions taken have lasting positive effects on wetlands and water resource conservation, biodiversity, and improve the capacity of institutions, and local stakeholders to consolidate actions.

To further assist the effectiveness of actions or projects, Wetlands International has developed a framework for a Training and Advisory Service, in partnership with the Ramsar Convention Bureau and approved by the Standing Committee, to provide appropriately

structured capacity building. This Service, which will be used to assist the delivery of actions under this Agreement, aims to co-ordinate effective and high quality training, delivered appropriately, by specialist organisations and individuals within our network.

Wetlands International follows up by inviting those that have received training and capacity building support to continue a long term relationship, which reinforces the assistance provided, and ensures greater sustainability of actions or projects.

3 Proposed programme of co-operation

3.1 Agreement on working - general co-operation and focal points

The DGIS and Wetlands International shall co-operate in the promotion and facilitation of conservation and wise use of wetlands, particularly in less developed countries, through activities targeted through an agreed Programme described in this Agreement, and in collaboration with other relevant Conventions and global organisations.

The DGIS and Wetlands International shall facilitate the development of co-operation and collaborative programmes by sharing in draft form, and contributing detailed comment to, relevant planning documents.

The DGIS and Wetlands International shall keep each other well informed of needs, issues and opportunities that emerge as a result of their activities. This shall be facilitated as much as possible by the sharing of relevant internal project documents and mission reports.

The focal points for general matters between the DGIS and Wetlands International shall be the DGIS focal point and International Director, respectively. For matters pertaining to the three regions of Wetlands International (Asia Pacific; Africa, Europe, Middle East; Americas), the regional focal points for Wetlands International shall be the respective Regional Executive Directors.

The focal points shall aim to meet to assess the implementation of this Agreement at least once per annum, and shall arrange for reviews of the Agreement as necessary. Where appropriate, the regional focal points will also be involved.

3.2 Strategy and targeting

All of Wetlands International's activities are developed and targeted strategically. Activities are agreed and justified with countries, through joint mechanisms, and outputs are managed as described in the next section. An example of our strategic approach is described for the West Africa Programme. This example is given, in some detail, to illustrate Wetlands International's global approach.

Our framework for deciding which activities should be undertaken is outlined here. The mechanism consists of *consultation*, preparation or updating of a *strategic framework*, and *targeted delivery of actions*.

1. *Consultation* is achieved via inclusive panels, or Steering Groups of country

representatives, who with Wetlands International and Partner organisations, identify and agree key topics for attention, consistent with Wetlands International's mission and global strategies. The panels are representative of the political and technical authorities for those countries. Such consultation provides Wetlands International with authoritative inputs to national, trans-boundary or international strategic frameworks, which can be updated at least annually.

2. *Strategic Frameworks* for countries or groups of countries are agreed by the consultative process, and describe and justify needs, goals and objectives, key actions, outputs and identify an evaluation mechanism
3. *Targeted delivery of actions* are achieved through use of such Strategic Frameworks, which can be used to prioritise short and long term actions and outputs, by applying evaluation criteria (see Appendix 5). Project design criteria are applied and the Wetlands International Project Management System (PMS) is used to formally record the implementation of proposed actions, from inception through to completion. A summary of the PMS is given in Appendix 6

3.3 Wetlands International's approach - A Case Study

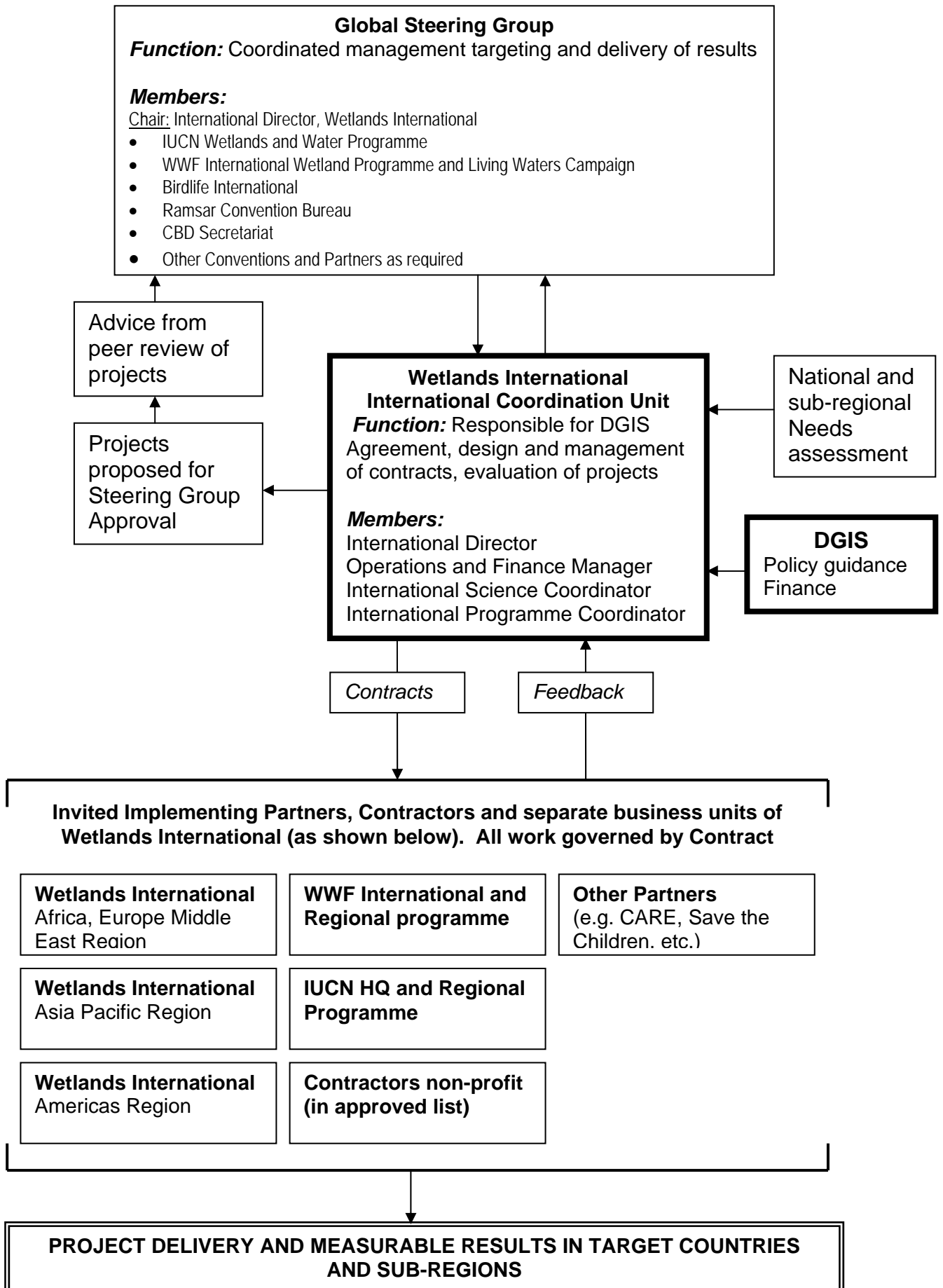
Guidance to enable effective involvement of local and indigenous communities in wetland conservation is well-developed (see Ramsar Handbook nr. 5), and is fundamental to the implementation of new strategies. Following several years of successful project work under the West Africa Programme, in July 2000 the Programme convened a Steering Committee meeting, leading to a series of Workshops to further define needs and actions, informed by the Ramsar guidance.

The West Africa Programme is co-ordinated from Wetlands International, Dakar, Senegal, and is steered by representatives of Ghana, Sierra Leone, Nigeria, Senegal, Mauritania, Mali, Niger and Guinea Bissau, and advised by key local and international agencies. The focus of the Programme is therefore upon country-driven needs, (current topics are outlined in Appendix 2). Topics discussed in July 2000 included:

1. Research, Inventory, Data Management and dissemination
2. Integrated wetland management and conservation of wetland biodiversity
3. Public awareness and education
4. Policies and support to Conventions

A case study to illustrate Wetlands International's approach under Topic 2 is presented in Appendix 4, showing how these broad concepts have been focussed. An outline analysis is presented in Appendix 5, of the criteria and steps that Wetlands International follows to evaluate and prioritise the actions identified through this strategic approach. It is intended that the new West African Programme strategy will be tested against the criteria set out in Appendix 5.

3.3.1 Proposed structure for delivery of outputs and evaluation



3.4 Budget and resources

Wetlands International is proposing a three year timescale for a global programme to support DGIS objectives under this Agreement. However, below (see Table 1) we set out a one year indicative budget for an initial one year period. The global programme that we propose will be delivered under the following frameworks and agreements.

Ramsar / Wetlands International Joint Work Plan
Ramsar / CBD Joint Work Plan
River Basin Initiative
Ramsar Training and Advisory Service
OECD criteria
World Commission on Dams Report and follow up actions

Work Plans with other conventions are under preparation, notably CMS (Bonn Convention on migratory species and their habitats).

As we have indicated earlier, and in accord with the above frameworks and agreements, Wetlands International proposes, under this global programme, to deliver actions across the key thematic areas:

1. management of transboundary biodiversity;
2. integrated water and wetlands management;
3. holistic (ecosystems & catchment) approach to river management;
4. support to conventions and their Contracting Parties (e.g. Ramsar, CBD, CMS (including various Agreements and MoU's such as AEWA, Marine Turtles etc.), FCCC, CCD and actions identified in Joint Work Plans

We emphasise that the proposed DGIS financial support towards this global programme is expected to enable other funds to be generated, this leverage will enhance our capacity to support projects with our local and international partners. This means that supporting the development of GEF proposals (various stages) is in principle possible.

The following table provides an overview of the proposed programme and relates focal areas to one or more of the above thematic areas.

Table 1. Outline of Wetlands International Global Programme compatible with and supporting DGIS priorities

Focal Areas	Thematic Area
A. Peatlands:	
<ul style="list-style-type: none"> - the Global Initiative for Wise Use of Peatlands (see Appendix 7), including - Climate change/Carbon sequestration issues (GEF proposal development) - Ramsar peatlands criteria/guidelines design and pilot application - Conservation programme for Indonesian/South-East Asian peat swamp forests - Other peatland conservation initiatives (IMCG/IPS; Global Peatland Strategy; peatland monitoring; peatland inventories; awareness on peatland functions). 	1, 2, 3, 4
Total for A. NLG1,560,000	
B. Wetlands and Poverty Alleviation	
<ul style="list-style-type: none"> - Inventory: Which wetlands are of particular importance for food and environmental security, especially for subsistence communities (including functional, socio-economic and resource economical analysis) 	2, 4
<ul style="list-style-type: none"> - Socio-economic analysis of the importance of wetlands for food and environmental security of the poor: Subsistence use/harvesting of wetland resources and functions (fisheries, waterbirds, marine turtles, dugongs, dolphins, biodiversity in general, water, hydrology, purification, etc), including also gender issues 	1, 2, 4
<ul style="list-style-type: none"> - Mechanisms and tools for mainstreaming socio-economic multi-functionality of wetlands in land- and resource-use planning also on the level of ecosystems, catchment areas, wetlands related on the basis of migratory species harvested by local communities. - Codes of good practice. – harvesting of wetland productivity and wise use 	2, 3, 4
<ul style="list-style-type: none"> - Promoting silvo-fisheries, mangrove restoration, use of indigenous species; prevention of release of exotics/degenerated gene pool in natural water bodies. Also, Aquaculture: Certification of shrimp production. (Setting guidelines and promoting within fisheries and international trade agencies an international certification scheme). 	2, 4
Total for B. NLG900,000	
C. Inventory and assessment:	
<ul style="list-style-type: none"> - Dissemination of inventory/assessment/survey tools for habitats and biodiversity. Enhancement of capacity (training, institutional strengthening) in use of tools and in use of results (training should be results oriented). 	1, 2, 3, 4
<ul style="list-style-type: none"> - Gap analysis of wetland forests (tropical peat and freshwater swamp forests, mangroves, floodplain forests). Identification of trends, issues and current efforts to deal with these, constraints and priorities (gap filling). 	1, 2, 4
<ul style="list-style-type: none"> - Trend analysis of wetlands in dryland regions in regard of sustaining their ecosystem functions (incl. Biodiversity) and values for people. Identification of priorities. Case studies. Demonstration projects. Support to conservation of wetland resources and functions in dryland regions (inc. Arabic region/North Africa, African savannah region, South America etc.). 	1, 2, 4
Total for C. NLG1,290,000	
D. River Basin Initiative:	
<ul style="list-style-type: none"> - Policy support/development in relation to mainstreaming biodiversity conservation in river management 	1, 2, 3, 4
<ul style="list-style-type: none"> - Information exchange/awareness/river campaigns/capacity enhancement 	1, 2, 3, 4
<ul style="list-style-type: none"> - Demonstration projects in regions (Mekong, West Africa, Pantanal, Medium-sized central European rivers) 	1, 2, 3, 4
Total for D. NLG890,000	
E. Training and Outreach component	
<ul style="list-style-type: none"> - Training and information exchange component (targeted international conference, workshops, training materials to service all components of the Global Programme). 	1, 2, 3, 4
<ul style="list-style-type: none"> - Development of Wetlands Awareness Initiative 	1, 2, 3, 4
<ul style="list-style-type: none"> - Audio-visual materials on the importance of wetlands to subsistence communities, aimed at opinion formers 	1, 2, 3, 4
<ul style="list-style-type: none"> - Awareness materials – for targeting across community sectors 	1, 2, 3, 4
Total for E. NLG300,000	
Total for Global Programme (1 year) NLG4,940,000	

3.5 **Outputs and results: short and long-term illustrations**

The proposed Agreement will cover actions with a 15 month timescale. Actions and projects will probably have a duration of a maximum of 11 months within this period, preceded by needs assessment (completed 3-4 months from inception) and appropriate targeting of these actions and projects. In the longer term the actions and projects are assumed to have lasting results and therefore the scenarios briefly summarised below also consider the 3-5 year outputs and results.

Wetlands International believes that the broad programme areas set out in the Agreement should result in sustainable wetland management and improvements in the livelihoods and security of wetland-related human populations. However, the set of illustrations shown below, with anticipated outcomes, should not be used to determine the actual programme. In the table that is shown below, illustrations for the four main Focal Areas are shown at 15 months from inception and at 3-5 years. The proposed programme lists four main Focal Areas:

- A. Peatlands
- B. Wetlands and Poverty Alleviation
- C. Inventory and assessment
- D. River Basin Initiative

The fifth Focal Area, Training and Outreach is a support mechanism to assist delivery of actions under the four main Focal Areas. Countries selected for illustration are believed to be examples of eligible countries to receive assistance under this Programme.

Focal Area and countries	15 month from inception	3-5 years from inception
<p>3.5.1 Peatlands</p> <p><u>The Global Initiative for Wise Use of Peatlands</u> (see Appendix 7 of Agreement) defines the Objectives and key target countries within which awareness raising, peatland management and national plans are desirable</p>	<ul style="list-style-type: none"> • Objectives 3, 6, 7, 9 completed and implemented at global and target regions • Funding agreed from development partners to further the 6 year global programme 	<ul style="list-style-type: none"> • Objectives 2, 4, 5 completed • Objective 8 fulfilled and grants being provided within S.E Asia and Eastern Europe • Objective 1 ongoing with partners
<p>3.5.2 Wetlands and Poverty Alleviation</p> <p><u>Project: Risk reduction and food security in subsistence use of wetlands.</u> Target countries, e.g. China and Mozambique</p>	<ul style="list-style-type: none"> • Completion of the design and targeting of inventory of key wetlands vital to food and environmental security. • Risk assessment targets and policy agreed with countries concerned • Overview completed of waterbird harvest practices and key regions 	<ul style="list-style-type: none"> • Inventory completed of key wetlands, with risk assessment (with regard to flood risk, food security and wetland functions) • Pilot province-based land use planning implemented with outreach awareness and training implemented
<p>3.5.3 Inventory and Assessment</p> <p><u>Project: Gap analyses of wetland forests.</u> Target country, India</p>	<ul style="list-style-type: none"> • Pilot application of Asian Wetland Inventory techniques – targeting forest zones and key issues, e.g. invasive species 	<ul style="list-style-type: none"> • All wetland forests mapped and brought into national plan for management and Ramsar designation where possible
<p>3.5.4 River Basin Initiative</p> <p><u>Project: Integrated Catchment management</u> Target countries: India, West Africa region</p>	<ul style="list-style-type: none"> • Catchments defined and stakeholders identified. Integrated plan agreed 	<ul style="list-style-type: none"> • Water quality and fish harvest improved, river margins managed, wetland buffering capacity enhanced

3.6 Mechanism for delivery of outputs and evaluation

The Contract holder responsible to the DGIS for all contractual matters, including financial control will be the International Coordination Unit, based in Wageningen, while the responsible focal point, for the ICU, as stated in section 3.1 of the Agreement will be the International Director. It is normal practice for the ICU to manage all funding received for activities and projects, through formal contracts between the ICU, on behalf of the global governance of Wetlands International, and Contractors who implement the work.

3.6.1 Definition of Contractors

Contractors include the legally separate regional business units of Wetlands International, International Partner organisations, local partners and independent contractors and technical associates.

3.7 Management

The International Director will be the responsible Manager, who will:

1. Issue formal contracts for the implementation of the actions and projects identified in the Agreement.
2. Ensure that Contracts specify the documentation (including separate Terms of Reference) forming part of the Contract, the duration and financing of the tasks, the reporting obligations and any supervision that may be required.
3. Ensure that Terms of Reference adequately describe the work to be undertaken by Contractors
4. Enforce the arrangements specified in this Agreement, concerning:
 - Co-operation and the role of Partners
 - Advisory arrangements and structure
 - Delivery of actions
 - Outline Work Plan
 - Reporting and evaluation
 - Communications plan
 - Financial management and liquidity forecast

3.7.1 Co-operation and the role of Partners

Wetlands International will, as set out in 3.2 above, use a strategy-led approach to identify actions and their targeting. This approach, coupled to country-specific targeting of actions via wetland strategies, will ensure that our work supporting DGIS policies is correctly focused. We will maximise opportunities to implement work with our partners, especially International Organisation Partners (IUCN, Birdlife, and WWF). For example, we now work with IUCN to assist targeting of the Netherlands Government assisted Small Grants Wetlands Programme, which is targeted at the local community and local NGO sectors for capacity strengthening and for pilot actions.

At a global level, Wetlands International will convene in December 2000, an implementation Steering Group consisting of the IUCN Wetlands and Water Programme, WWF International's Wetlands Programme and Living Waters Campaign, Birdlife International, with invitations to the Ramsar Convention Bureau and the Convention of Biological Diversity Secretariat. At a regional and sub-regional level, development partners will also be invited

as appropriate.

Activities and projects will be delivered primarily by staff and associates of Wetlands International, however, in some countries, Partners will be invited to be wholly or partly responsible for delivery of activities or projects, under the supervision of the global implementation Steering Group.

3.7.2 Advisory arrangements and structure

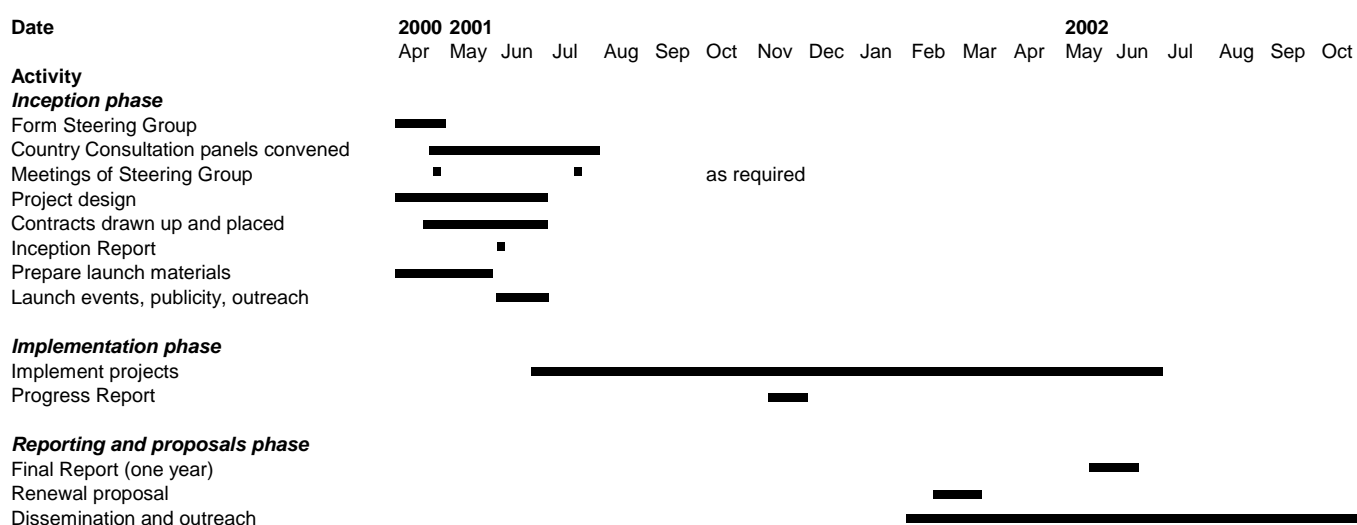
Wetlands International will convene an Advisory Panel, to enable objective and independent advice and review of projects and activities, proposed under this Agreement. Our Specialist Groups network, managed in co-operation with IUCN and Birdlife International, is a respected scientific and technical peer review mechanism, able to advise on the steering of activities and to add value to the outputs and their dissemination. Our knowledge base, which includes substantive experience of project design and delivery, extensive censuses of wetland species, and inventory databases, is also a key strength.

In addition to these advisors, we intend to invite key Netherlands-based institutions to join our Advisory Panel. These will include DGIS, RIZA, LNV, Alterra and IHE. The Advisory Panel will act as the peer review panel to ensure that actions and their targeting are consistent with global frameworks and add value to other Partner's initiatives.

3.7.3 Delivery of actions

For each of the proposed focal areas identified in Table 1, and co-ordinated by the International Co-ordination Unit, the appropriate Regional Office will take the lead, identifying responsible focal points who will co-ordinate teams of staff and Specialist Group members, in consultation with the target countries. The focal points will also liaise with, and by negotiated agreement where appropriate, organise joint working between Partner organisations and Wetlands International. Tools for delivery of actions and the matching of needs, will include the use of the Wetlands International-led Ramsar Training and Advisory Service, which will be in its pilot phase in 2001.

3.7.4 Outline Work Plan



3.7.5 Reporting and evaluation

Technical and financial reports will provide, for each focal area, feedback to DGIS at key points during the fifteen month period from 1st April 2001 to 30 June 2002. The Reports

envisaged, and the planned dates for submission to DGIS, are given below.

Inception Report: As shown in the Work Plan (3.7.4. above), an Inception Report will be provided in June 2001, to report on the inception phase and also upon the outcomes of the launch of the programme.

Mid-year Progress Report: This report will provide a summary of the progress achieved against the implementation targets for each focal area, including operational and financial statements.

Renewal Proposal: By November 2001, this proposal and forward plan will be provided to DGIS to detail the next phases of work envisaged under the global programme for the years 2002-2003 inclusive.

Final Report: Assessment of the achievements of the one year programme will be provided in this report, to be delivered within July 2002. The purpose of this report is to provide a definitive technical evaluation and financial account of the global programme, and also to provide an updated forward plan for the remaining two years of the programme proposed

3.7.6 Communications plan

The global programme described requires a coordinated and phased approach to communications, which will maximise opportunities provided by the 30th Anniversary of the signing of the Ramsar Convention on Wetlands. This section outlines:

- Launch of programme,
- Outreach,
- Dissemination and Follow-up

3.7.6.1 Launch

World Wetlands Day, on the 2nd February 2001, is next year the 30th anniversary of the signing into effect of the Ramsar Convention. Wetlands International proposed to formally launch the DGIS-supported global programme on this day, as a contribution towards the wise use of wetlands, and in recognition of the support of the Netherlands Government. Prepared launch materials would be placed on the Ramsar, and on the Wetlands International websites, and publicity materials released through all Wetlands International offices, targeted at the press and at our partners. (This action was not possible, due to late approval)

3.7.6.2 Outreach

This is defined as the mechanism to roll out the results of the activity or project to target groups in the country concerned. Outreach will consist of workshops, use of agricultural, forestry and other extension services, training trainers and equipping those conducting the outreach with awareness raising materials and good practice guidance leaflets, based on project outcomes. The design of activities and projects will take account of the needs of outreach.

3.7.6.3 Dissemination and follow-up

The outcomes of the global programme and its component activities and projects will require dissemination and follow-up. Dissemination will be managed on a global basis and consist of reports, audio-visual materials, and toolkits, made available on the Internet and via publications. The dissemination will take place not only in country and in region, but across regions, e.g. between less-developed countries in South America and Asia, to add value to products. Follow-up will consist of identifying gaps in delivery and also actions that require long term support, and building into forward plans future actions, projects and continued

support from Wetlands International and its partners, to ensure greater sustainability of the support provided under this global programme.

Dissemination and follow-up will be the responsibility of the implementation Steering Group (see section 3.5.1), on the advice of local partners.

3.7.7 Financial management and liquidity forecast

Management of the finance for this global programme is under the direction of the International Director. The nominated focal point for all financial matters under this programme is the Operations and Finance Manager, on behalf of Wetlands International.

The duration of the outlined global programme is three years, while Table 1 above indicates a budget for one calendar year, and is assumed to run from January 2001, until December 2001 inclusive. **(now April 2001 to March 2002 inclusive)** It is proposed that three tranches of finance are received over 2001/2002 – an initial payment on signing of the Agreement, a second after six months, and the final payment on receipt by DGIS of a satisfactory Final Report. Disbursement will be made to the contracted implementation focal points, as shown below in Table 2, which shows an indicative payment schedule and the cash flow.

Table 2. Payment schedule (dates to be adjusted, and subject to new procedures)

Date	Stage	From DGIS	To Contractor	Comments	Wetlands Int. global	contractors
		As % of year 1 budget			cumulative	
1-dec-00	contract with DGIS	60%			60%	
1-jan-01	contract with contractors		35%	3 months+	25%	35%
1-apr-01	report from contractor		20%	3 months+	5%	55%
1-jul-01	second tranche	30%			35%	
1-jul-01	report from contractor		20%	3 months	15%	75%
1-aug-01	progress report to DGIS					
1-okt-01	report from contractor		15%	60% of last 3 months	0%	90%
2-jan-02	report from contractor					
15-feb-02	report to DGIS			final payment (up to 40% for last 3 months)		
1-mar-02	acceptance from DGIS	10%	10%		0%	100%

Financial management of the global programme will use the targets set for each activity or project, including financial budgets, against which to report progress. Audited reports will be required at the end of a project by the Operations and Finance Manager to permit triggering of payments (see guidance provided on website: www.wetlands.org)

Appendix 1. Wetlands International's Agreements

Partners	Subject of Agreement	Date of Signature
Convention on Biological Diversity / Wetlands International ICU	MoU re: Co-operation for the conservation and wise use of wetlands and their associated biodiversity	September 2000
Ramsar Convention / WI & CIESIN / Columbia University	MoU re. Co-operation for the development and operation of a data gateway for Ramsar site information	March 9, 2000
Ramsar Bureau & ICN – Portugal & Tour du Valat & Greek Biotope /Wetland Centre & WI-AEME	Second Agreement of development and promotion of the MedWet Database (MWD)	May 20, 1999
FACE/WI AEME & FBCH/SBNLB	Agreement re. Co-operation on national conservation stamp programmes	May 6, 1999
WI AEME & ICU	Re. Co-location	April 9, 1998 April 22, 1998
WI & State Committee of the Russian Federation for Environment Protection	Protocol on establishment of a Council for the Wetlands International – Russia Programme	July 7, 1997 July 8, 1997
WI & Ramsar Convention	MoA re. Co-operation for the Conservation and Wise Use of Wetlands	March 24, 1997 April 1, 1997
WI & Secretariat of CMS	MoA re. Co-operation for the Conservation of Migratory Wetland Species	March 5, 1997 March 15, 1997
WI/WI-AEME & SC-DLO	Co-operation re. Relocation of WI-AEME and WI-ICU	September 5, 1996
WI/WI-AEME & Dutch Governmental Organisations	MoU re. Relocation of WI-ICU and WI-AEME	May 23, 1996
WI & WI-AP & IWRB/Japan Committee	MoA re. Collaboration for Wetlands Conservation and Use of the Name & Logo of WI by IWRBJ	March 26, 1996
Wetlands International & Ramsar Convention	Pledge of Commitment to Ramsar Convention	March 20, 1996
WI & Ducks Unlimited & Ass. De Chasseurs	Distributorship Agreement for fundraising & conservation stamp	February 10, 1995
IWRB & Agencia de la Consejeria de Medio Ambiente (AMA)	Co-operation	April 3, 1995
IWRB & National Environmental Research Institute (NERI)	MoA re. Goose and Seaduck Research Groups	December 9, 1994 December 15, 1994
AWB & IWRB/Japan Committee	MoA re. Co-operation for Wetland Conservation	September 22, 1994
IWRB & the Wildfowl and Wetlands Trust	MoA re. Co-operation	September 19, 1994
IWRB & Ministry of Environment Protection and Natural Resources of the Russian Federation	Agreement re. Co-operation towards waterbirds and Wetland Conservation in Russia	June 15, 1993
AWB/IWRB & The City of Kushiro, Hokkaido, Japan	MoA re. Co-operation for Promotion of Wetlands Conservation	June 15, 1993
IWRB & Wader Study Group	MoA re. Research Group Co-operation	May 21, 1993 October 30, 1993
AWB & WA	MoA re. Co-operation and Information Exchange	February 20, 1993
IWRB & AWB	MoA re. Affiliation and Linkage	November 19, 1992
IWRB & WA	MoA re. Co-operation	November 19, 1992
IWRB & IUCN	MoA re. Performance of Bureau duties under the Ramsar Convention	June 2, 1987

Appendix 2. Summary of Wetlands International's Programme

Africa Programme

West Africa

- Local capacity enhancement (Govt. & NGOs)
- Training and awareness raising
- Support to local and regional networks
- Sharing of expertise and methodologies
- Fly-way orientation (AEWA support)
- Community-based wetland management
- West Africa Fish biodiversity and Fisheries

South and East Africa

- Capacity enhancement, training

Mali Programme (focus Inner Niger Delta)

- Integrated management approaches
- Community-based activities
- Restoration and sustainable use of the resource base
- Training & awareness raising
- Policy development
- Integrated Water & Wetland Management (e.g. impact of dams on biodiversity and food production)
- Wetland inventory and monitoring

Asia-Pacific Programme

- Demonstration projects for integrated wetland management (e.g. Indonesia, Malaysia, Thailand, Cambodia, China, India)
- Training and Awareness Programmes
- Asia-Pacific Migratory Waterbird Strategy: 2001-2005
- Catchment management (Manipur River basin, India; Lower Mekong Basin; China proposed GEF River Basin Management project)
- Wetland Strategy & Policy development (at regional, national and local level)
- Inventory & Monitoring of wetlands in the Asia Wetland Inventory

Americas Programme

- WetShare (Web-based sharing of data and tools)
- Flyway project (sustainable management of key areas)
- Community oriented awareness programmes (e.g. Mexico)
- Clean water programme (Mexico)

Global Programme

- Wetlands Training Framework and Advisory Service
- Ramsar Database
- International Waterbird Census and Waterbird Population Estimates
- Global Review of wetland inventories
- River Basin Initiative (partner)

Appendix 3 Examples of Wetlands International's work

Co-ordination	Date
1 st International Conference on Wetlands and Development, Kuala Lumpur, Malaysia	October 1995,
International Workshop on Partnership for Integrating Wetland and Water Resource Management. Montreal, Canada	Aug-Sep 1997,
2 nd International Conference on Wetlands and Development. Dakar, Senegal	November 1998,
Strategies	
Global review of wetland resources and priority for wetland inventory	1997-1999
Strategy and action plan for wetland conservation in the Russian Federation	1997-1999
Black Sea Action Plan	1994
Stratégie Préliminaire pour le suivi des Oiseaux d'Eau en Afrique (Preliminary Waterbird Monitoring Strategy for Africa)	February 1996
Training and capacity building	
West African regional training programme. 20 countries	1998 on
Tasek Bera Ramsar Site Integrated Management Plan and training, education and capacity building, Malaysia	1996-1999
Berbak National Park (Indonesia) buffer zone development and management planning	1990-1999
Wetlands conservation assessment and management training course, Indonesia, Netherlands and UK	1992-1997
Conservation actions	
PIN-MATRA Project: Support for the conservation of wetlands and wetland species in the Azov-Black Sea region of Ukraine	1997-2000
Integrated mangrove conservation and shrimp aquaculture, Indramayu, Indonesia	1997-2000
Community participation and mangrove management in Pattani Bay, Thailand	1994-1999
MedWet Programme	1990 on
Publications	
More than 200 volumes and education kits not including papers.	1990-2000
Support to Conventions	
Ramsar Database - management and services to Contracting Parties	1990 on
African-Eurasian Waterbird Agreement (AEWA)	1999 on
International Waterbird Census database	1950 on

Appendix 4 Case Study: Wetlands International's West Africa Programme

2. Integrated Wetland Management & Conservation Of Wetland Biodiversity

Evaluation of the present situation and positive opportunities: justification of actions through threat analysis

- Unsustainable use of wetland resources & wetland degradation
 - a) degradation of mangroves
 - b) degradation of floodplains
 - c) widespread wetland destruction & degradation
- High poverty levels in wetland areas
 - a) low fish catches in coastal & inland wetlands (needs quantification)
 - b) reduced availability of natural wetland resources (due to decreased levels of resources & privatisation / land tenure impacts)
- The water crisis
 - a) Decreasing availability of clean drinking water
- Poor wetland management as result of low levels of capacity & awareness
 - a) inadequate expertise in wetland management
 - b) limited awareness of decision makers resulting in a lack of policies for wetlands
 - c) limited awareness of the natural values of wetlands
- Low level of community involvement, especially women, in wetland management
- Limited integration of wetland management into national and regional plans
- Need for wetland management on transboundary and catchment levels
- Loss of wetland biodiversity in region
- Loss of cultural heritage in & aesthetic value of wetland areas

Goal & Objectives

Promote integrated management of wetlands and wetland resources to enhance the quality of life for people and the maintenance of wetland biodiversity.

Long-Term Objectives **Strategic overview, insight and review process established, aiming at:**

- Implementation of the Ramsar Convention Wise Use Principle throughout the region.
- Wide adoption of integrated Wetland Management principles throughout the region (e.g. in national policies / action plans)
- Communities Managing Wetlands (Successful Management of wetlands throughout the region by local communities)
- Involvement of Women in Wetland Management
- Maintenance of natural wetland systems to ensure availability of clean drinking water
- Recognition of traditional wetland management systems and the adaptation and adoption of relevant practices
- Functional transboundary and river basin wetland management agreements and systems
- Maintain status of wetland biodiversity throughout the region, including the implementation of species action plans.
- Sustainable management of wetland biodiversity and resources through implementation of environmental conventions, especially CBD, CMS & CCD.
- Sustainable management of migratory waterbirds through implementation of the AEWA

Key Actions

- Pilot community-based wetland management projects
- Improve local capacity to manage wetlands
- Encourage development of sustainable natural resource-based income-generation activities within wetlands
- Promote economic evaluation of wetland resources in West Africa
- Promote awareness of the role of wetlands as water providers
- Integration of traditional wetland management systems into national action plans
- Strengthened regional networks for management & restoration of wetland habitats (mangroves, floodplains, river deltas etc)
- Promote involvement of women's groups in wetland management throughout the region
- Strengthen existing networks for co-management of transboundary and river basin wetlands
- Functional regional network of key sites for migratory waterbirds
- Assess status of wetland biodiversity within the sub-region to identify priority actions.

Innovation

- Increased focus on women, especially through involvement in management
- Adoption of Traditional Management Systems
- Trans-boundary focus
- Community-based Approach for Sites (long-term pilot projects)

Sustainability of the actions

- Establishing fund-raising capacity
- Involvement of Supporting Partners
- Income generation Activities leading to will of communities to maintain natural resources
- Strengthening capacities of Local Communities
- Well-informed public & decision makers as to value of wetlands

Appendix 6. Project Development Management System Summary

Introduction

The Wetlands International Project Development Management System is a computer-based tool that assists staff with the development of projects from inception through to completion. It provides a framework to assist the formulation, targeting, evaluation, funding and management of project proposals, and recording key stages in active projects, until completion. It is the system that includes the Projects Database, and enables the organisation to enable the quality assurance of its activities.

The PDMS is for use by all staff of Wetlands International in partnership with Specialist Groups, which may act as peer reviewers, and seeks to enable financial tracking, and to strengthen the "audit trail" for recording project development through all its stages and the future review of performance

Objectives and principles

The PDMS is based upon common-sense principles, which in summary are:

- Plan ahead
- Budget forward
- Co-ordinate programme development globally /cross-regionally
- Record projects at all stages of implementation
- Sound financial management
- Demonstrate accountability to donors

During project development, there are two key processes that must operate in sequence: technical and financial evaluation. The initial process of technical evaluation, including peer review, will test whether the project proposal:

- Fits with / complements existing projects
- Meets strategic goals of Wetlands International
- Addresses needs of Country Members / Ramsar Contracting Parties / Partners
- Will be supported by a donor
- Is technically sound

Financial evaluation will determine whether the project is feasible not only in terms of its delivery, but also in terms of the inevitable staff overheads, development costs, review, etc., and in particular whether:

- The work can be done with the estimated resources within the time specified
- Potential forgotten costs have been considered (contingencies)
- The Project is financially sound.

Implementation of the Project Development Management System

The PDMS of Wetlands International consists of form-based computer entry system, which all project developers should use, and a database, which holds the results of all the steps identified in the entry system. The Project Database is the record of project development,

which serves as the technical and financial audit trail for the project and from which the "pipeline" information is reported. The complete system is computer-based and is used by staff through the intranet system.

Following the development and funding of the project, the project moves out of the "pipeline" phase into the actively managed phase, managed by the responsible staff member concerned. The actively managed phase of a project, takes the finance and technical work into the mainstream accounting system for the organisation, on a global or regional basis. **Therefore the PDMS is not the only project management tool.** Nevertheless, 3-monthly points in the life of the project must be recorded in the Project Management System, so that the history of the project is constructed accurately, in such a way that the organisation benefits from the experience of managing that project.

The Database

The Wetlands International Project Development Management System includes a Database, which has two key roles:

- To hold information about the "Project Pipeline"
- To store decisions about the development of the project, i.e., the audit trail

The first function, the Pipeline, provides an up to date estimate of the financial position of developing projects, and can be used to predict cash flow up to four years ahead. It also provides information about predicted staff commitments on a quarterly basis (3 month) and the scheduling of projects, in order to assist managers to develop realistic timescales for their commitments.

The second function, the audit trail records the decisions and enables project managers to record decisions at each phase of development and at 3 monthly intervals during the life of the project. This is to allow Project Managers and others to learn from the experience developed in each project.

Appendix 7. Global Initiative for Wise Use of peatlands

Implementation of the Global Initiative for Wise Use of peatlands

Proponent: Wetlands International

Main collaborating agencies: IUCN - Netherlands Committee, IMCG, IPS, Wageningen-UR (Alterra)

Background

The programme's aim is to support and enhance the participation of countries in transition and developing countries in the recently launched *Global Initiative for Wise Use of Peatlands*, and to assist these countries in the implementation of this initiative. The initiative supports and complements the *Global Action Plan for Peatlands (GAPP)*, prepared by the International Peat Society (IPS), the International Mire Conservation Group (IMCG), Wetlands International, and the IUCN Working Group on Ecosystems.

The Global Initiative for Wise Use of Peatlands already comprises relevant decision-makers from all over the world. Representatives come from the peat-based energy sector, forestry, agriculture, environmental NGOs, research, and the food and peat industry. The Initiative is focused on:

- conservation and restoration of peatlands, which are among the most fragile eco-systems in the world, and
- integrated development planning of peat-based agriculture, forestry and industry, within an ecosystem-based approach.

The Global Action Plan for Peatlands addresses seven themes, on a global scale, within the following three main objectives:

- provide a framework for national, regional and international initiatives promoting cooperation on the development of peatland wise use and management strategies;
- foster national, regional and international partnerships of government, private sector and non-government agencies to fund and implement actions in support of such strategies;
- facilitate adoption and support for implementation of this Action Plan through the Ramsar Convention, the Convention on Biodiversity, the Kyoto Protocol of the Framework Convention on Climate Change and other appropriate national, regional or international mechanisms.

The presently proposed programme specifically targets developing countries and countries in transition. It provides innovative methods towards global land-use planning and decision making, co-operation between sectors, stakeholder participation, valuation and certification, management auditing systems and the implementation of new approaches to secure wise use in peatlands in developing and in transitional countries (the latter mostly in Eastern Europe).

The proposal responds to the dominance of first world countries in global initiatives, and addresses the impact of first world environmental concerns on the economies and other interests in developing countries and countries in transition.

Objectives

1. Support and enhance the participation of developing/transition countries in the global peatland initiative on the future use of *all* peatlands in the world.
2. Identify future sectoral needs for peatland and reconstruction opportunities in developing/ transition countries.
3. Contribute to the IMCG/IPS global guidelines and prepare national and sector guidelines for the wise use of peatlands.
4. Raise awareness on the functions and benefits of peatlands, and assess the total (public) and direct values of peatlands.
5. Identify, in co-operation with the banking sector, global and national transfer mechanisms to provide peatland owners and other stakeholders with income from public values.
6. Assess C&I and (local) standards of performance for certification of sustainable peatland management for various sectors using peatland.
7. Provide a management format and auditing tools for immediate protection of peat areas of global importance.
8. Provide grants to support the management of some of the most threatened peat ecosystems in S.E.Asia and Eastern Europe.
9. Identify key peatland areas and sectoral needs in S. America, Africa and China.

Justification

The proposed programme addresses the need for conservation and sustainable use of peatlands by *all* sectors.

The first reason to come up with a global initiative on wise use of peatlands, is their inherent importance and fragility. Whereas peatlands are still abundant in some parts of the world, in many places they have become scarce as a result of a global demand for peat and as a result of land pressure. Tropical peat swamp forests have been decimated over the last decade by deforestation and drainage in combination with some of the world's largest forest fires ever – involving many millions of hectares. As a result, they have become a severely threatened habitat. Peat-based ecosystems include some of the last wilderness areas in the world. Peatlands play an imminent role in the global nutrient, carbon and hydrological cycle, and in climate control (they store 15 - 25% of global/terrestrial carbon). They are of global significance for threatened wildlife, such as cranes and orang utan, but also provide benefits to many subsistence communities, including displaced people and indigenous traditional cultures.

The second reason to reconsider the present land use of peatlands, is that most of the exploitation of peatlands is either no longer economically sustainable or should be reconstructed in order to adapt to future markets (Bambalov *et al.* 2000).

Co-operation

Ramsar Convention, UNDP, EU, UNEP and the Asian Development Bank have expressed interest in the programme. Over 15 countries including Malaysia, Indonesia, China, Russia, 35 representatives from the peat industry, NGOs, and researchers from all over the world, have already agreed to contribute to the Global Peatlands Initiative. The initiative would also link with the ongoing development of the UNEP-GEF Peatlands and Climate Change targeted research project.

Funding

Total funding: Depending on the realisation of all objectives the programme seeks around 30 million dollars over 6 years. Envisaged donors include DGIS, UNEP, UNDP/GEF, EU, ITTO, and private industry.

DGIS:

It is requested that DGIS funding be implemented under the Agreement between DGIS and Wetlands International, relating to the Co-operation for the Conservation and Wise Use of Wetlands.

The DGIS funding will facilitate the leverage of significant funding from other donors, including through co-funding (or parallel funding) to a number of GEF projects, including the UNEP-GEF Peatlands and Climate Change targeted research project.