

TRILATERAL WADDEN SEA COOPERATION

**BUSINESS PLAN 2010 – 13**

Draft ~~May~~ September 2010

## **TRILATERAL WADDEN SEA COOPERATION. BUSINESS PLAN 2010 - 13**

### **1. Introduction**

The past period of the Trilateral Wadden Sea Cooperation, which was concluded with the 11<sup>th</sup> Trilateral Governmental Conference on the Protection of the Wadden Sea in March 2010, has been an exciting one. It has brought many significant achievements to the Cooperation, in particular:

- the adoption of a refreshed Joint Declaration and Governance Arrangements at the 2010 Conference following an extensive evaluation of the Cooperation in 2007
- the inscription of the Dutch-German Wadden Sea on the World Heritage List in June 2009 and the start of a stakeholder supported communication and marketing of the World Heritage Site
- the approval at the 2010 Wadden Sea Conference of an updated Wadden Sea Plan (WSP) based on an extensive regional consultation
- the elaboration of the 2009 Quality Status Report and the continuation and consolidation of the Trilateral Monitoring and Assessment Programme (TMAP) and the holding of the 12<sup>th</sup> International Scientific Wadden Sea Symposium
- the adoption of new working arrangements between the Wadden Sea Forum (WSF) and the Cooperation and the support by the WSF for the protection and sustainable use of the Wadden Sea

The 2010 Ministerial Council Declaration in conjunction with the Strategy 2010 – 15 set out a comprehensive programme for the following period until the 2013 Wadden Sea Conference. Many of the issues of this programme are new issues for the Cooperation which will lead it into a whole new sphere of cooperation aiming at consolidating past achievements and making the Wadden Sea fit for meeting future challenges in particular with regard to climate change and enhancing sustainable use and cooperation with stakeholders.

Central issues to be dealt with in the next three year period are in particular:

- the extension of the Dutch-German Wadden Sea World Heritage to include the Danish and Hamburg parts and the further extension of the stakeholder cooperation to maintain its values and promote the Site
- the development of further integrated assessment and reporting in the framework of the relevant EC Directives and in this context laying the foundation for the further development of the WSP
- the development of the climate change and response knowledge base
- the development of a common strategy for dealing with the alien species introductions
- the development of a vision for the Wadden Sea Particularly Sensitive Sea Area (PSSA) on shipping and shipping safety
- the further enhancement of the communication on the Wadden Sea Cooperation both at the Wadden Sea level as well as in an international context.

### **2. Objectives**

The 2007 External Evaluation of the Trilateral Wadden Sea Cooperation recommended the adoption of a triennial planning and reporting cycle, including triennial business plans and budgets and annual work plans and budgets to help enhance strategic planning and provide a clear and forward-looking purpose. This has resulted in the adoption by the Wadden Sea Board of the 6 year Strategy 2010 – 15 for the Cooperation in accordance with §5.2 of the

Joint Declaration and the task of the Board to adopt triennial Business Plans for the Cooperation and annual Work Plans for the CWSS.

The current Business Plan covers the three year period until the next Trilateral Wadden Sea Conference in ~~(spring/autumn)~~ 2013. The Business Plan is based on the Strategy objectives and combines the relevant Ministerial Council Declaration decisions with the 5 Objectives of the Strategy derived from the Joint Declaration 2010.

# **OBJECTIVE 1: A NATURAL ECOSYSTEM, ITS FUNCTIONS AND CHARACTERISTIC BIODIVERSITY**

| Priorities   | Sylt Declaration   | Actions 2010/11  | Actions 2011-13  | Targets  |
|--|--|--|--|--|
| 1.1 Facilitate the harmonisation of implementation of the EU Directives of relevance to the Wadden Sea in order to achieve Favourable Conservation Status (Birds and Habitats Directive) and Good Ecological Status (Water Framework Directive). | 9. Focus future harmonisation efforts on high priority challenges  | Investigation priority EC Directive harmonisation issues (WSP TG)  | Overall analysis and development recommendations by WSP TG   | Report to TGC-12 with guidance and recommendations for further development WSP |
|  | 11. Increase collaboration in relation to appropriate assessments under the Habitats Directive,                  | Investigate possibilities for collaboration on appropriate assessments (WSP TG)  |  |  |
|  | 12. Support the start of necessary further developments of the Wadden Sea Plan                                   | Installation WSP Task Group (WSP TG), responsible for trilateral management, including EU Directive actions, evaluation High Level Review study, assessment and monitoring |  |  |
|  | 13. Develop and adopt a programme of projects and measures   | WSP TG: Evaluation draft projects and measures programme (relevance for priorities business plan). Recommendations to WSB 2010-2   | Implementation relevant projects   | Assessment report to TGC-12  |
| 1.2 Secure greater involvement of the Cooperation at the European level.   | 10. Support the further development of integrated assessments and reporting in the framework of these Directives | Investigation feasibility N2000 Wadden Sea Report<br><br>Investigate designation Wadden Sea as sub-region MSFD<br><br>Investigate feasibility common EU project (LIFE ?)   | Prepare pilot report<br><br>Depending on outcome investigation, take further steps, among which contacts with EU Commission<br><br>Implement common EU project | Reporting to TGC-12  |
| 1.3 Maintain and further develop the Trilateral Monitoring and Assessment Programme (TMAP) particularly in relation to access to information and to provide the data and information   | 43. Reconfirm the continuation of TMAP and incorporate, as necessary, parameters to develop TMAP                 | Involvement in WaLTER (NL monitoring project) <sup>1</sup><br><br>Further harmonisation of monitoring methods and harmonisation procedures.                                | Involvement in WaLTER (NL monitoring project)<br><br>Preparation of relevant recommendations for WSB by WSP TG   | Proposals for adapting TMAP  |

<sup>1</sup> For information about WaLTER, See document WSB-2-11-1

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| Priorities   | Sylt Declaration  | Actions 2010/11  | Actions 2011-13   | Targets   |
|--|---|--|---|---|
| to assist adaptation and mitigation of climate change.   |   | <del>Review of monitoring parameters</del><br><br>Upgrading data units to facilitate data management and access to data  | <del>Review of monitoring parameters</del><br><br>Running and management of data units  | All data will be accessible though the information system by 2013 |
| 1.4 Develop understanding of long term population trends particularly in relation to birds and neobiotics.   |   | Continue Bird monitoring and assessment, including early-warning system<br><br>See also Objective 5                      | Continue Bird monitoring and assessment, including early-warning system   | Reporting on bird developments                                    |
|  | 25. Support the ongoing international efforts to prevent and manage alien species introductions<br><br>26. Common strategy for dealing with alien species introductions   | Inventory and analysis of topical national and international developments regarding alien species (external study)       | Development strategy on basis outcome study   | Draft alien species strategy                                      |
| 1.5 Facilitate greater coordination of research programmes, particularly in relation to natural resilience, ecosystem dynamics and non-native species. | 40. A joint interdisciplinary research agenda for the protection of natural values and the development of sustainable use perspectives in a changing world<br><br>41. Support the establishment of a trilateral research platform and initiate trilateral research projects | Wadden Sea Academy + Scientific Community:<br>Elaboration proposals for trilateral research platform and research agenda | Wadden Sea Academy + Scientific Community:<br><br>Establishment trilateral research platform;<br>Development trilateral research agenda;<br>Initiate trilateral projects. | Reporting to TGC-12   |
|  | 15. Update the Seal Management Plan   | <del>Updating SMP by Marine mammal Task Group</del>  | <del>Evaluation and update SMP</del>  | Updated SMP   |
|  | 14. Support the development of a Goose Management Plan in cooperation with relevant authorities   | WSB 10-2 to initiate appropriate action Goose Management Plan in close cooperation with WSF                              | Elaboration goose management plan   | Draft Goose management Plan                                       |
|  | 6. Engage in a close cooperation with the African Eurasian Waterbird Agreement (AEWA)   | Inventory and evaluation current situation Flyway, <u>investigate cooperation possibilities with AEWA</u>                | Formulation proposals for actions at trilateral level   | Proposals to TGC-12   |

| Priorities | Sylt Declaration                    | Actions 2010/11 | Actions 2011-13                   | Targets |
|------------|-------------------------------------|-----------------|-----------------------------------|---------|
|            | 54. Scientific Wadden Sea Symposium |                 | Organization of Symposium in 2012 |         |

**Project table**

| Project  | Description of work  | Outputs   | Responsibilities                              | Timeframe  | Resources  |
|--|--|---|---|------------|--|
| Involvement in WaLTER  | Involvement CWSS in NL project (0.25 f.t.e.) to investigate current monitoring practice and development proposals improvement. Input of trilateral aspects | Proposals for improvement of monitoring   | CWSS partner in project                       | 2011 -2014 | Financed through project   |
| Study alien species activities                                 | Analysis of current state of affairs regarding dealing with alien species at EU and national level   | Recommendations for relevant trilateral actions as basis for development trilateral strategy      | CWSS  | 2010-2011  | 2011: € 10.000   |
| Upgrading TMAP Data Units                                      | Upgrading of the TMAP Data Units user interfaces   | Up to date user interface which allows for an effective data management at each of the data units | Data Units<br>CWSS: Data coordinator          | 2010 - 11  | 2011: <del>€ 40,000 (per data unit € 10,000)</del> <u>To be financed CWSS budget</u> |
| 13 <sup>th</sup> International Scientific Wadden Sea Symposium | Organization and delivery of symposium   | Advertising and symposium report  | Dutch Wadden Academy in cooperation with CWSS | 2011/12    | Dutch government   |

**Task Group Table**

| Task Group                          | Description  | Output  | Responsibilities  | Timeframe | Resources |
|-------------------------------------|--|---|---|-----------|-----------|
| Wadden Sea Plan Task Group (WSP TG) | Coordination and supervision of trilateral management, including EU Directive actions, evaluation High Level Review study, assessment and monitoring | Recommendations regarding further development WSP to TGC-12 | Chair: .....<br>CWSS: Deputy Secretary<br>Members: to be designated | 2010-2013 |           |
| Marine Mammal Task Group (MM TG)    | Elaboration of update Seals Management Plan (SMP)  | Seals Management Plan                                       | Chair: Seal Manager<br>CWSS: Deputy secretary<br>Members: TSEG+     | 2010      |           |

**OBJECTIVE 2: RESILIENCE TO CLIMATE CHANGE AND OTHER IMPACTS**

| Priorities   | Sylt Declaration   | Actions 2010/11  | Actions 2011-13  | Targets  |
|--|--|--|--|--|
| <p>2.1 Develop a strategy for climate change adaptation taking account of nature protection, coastal protection and cultural heritage.</p> <p>2.2 Ensure TWSC perspectives influence national and regional climate change adaptation strategies, including contributing to the risk assessments and risk management plans that will be prepared under the Flooding Directive.</p> <p>2.3 Develop and implement pilot projects and research programmes on climate change adaptation, resilience and coastal protection, and share best practice and lessons learnt throughout the Wadden Sea.</p> | <p>23. [...] instruct the Board to</p> <ul style="list-style-type: none"> <li>• Initiate a trilateral study on sustainable solutions to balance the expected sediment deficits on the basis of research questions specified by the CPSL.</li> <li>• Initiate a project developing model spatial plans for pilot sites in the Wadden Sea region with the aim of developing a practicable spatial planning methodology to meet the challenges of climate change</li> <li>• Establish a working group focusing on increasing the adaptability of the Wadden Sea ecosystem and landscape to climate change, also responsible for coordinating and supervising the above studies</li> </ul> | <p>Inventory state of the art sediment deficit studies. Prepare the Terms of Reference for the sediment deficit study and investigate external financing project.</p> <p>Inventory of relevant spatial planning initiatives. Prepare Terms of Reference for Spatial Planning Project pilot sites and establish organizational framework for carrying out the project for pilot sites.</p> <p>Installation of Climate Task Group. Climate TG to develop detailed Terms of Reference</p> | <p>Implementation of external study project on sediment deficits and solutions to balance deficits</p> <p>Cooperation on spatial planning on pilot sites between involved responsible authorities including the organizing of workshops and site visits.</p> <p>Climate TG to investigate and evaluate options for increasing adaptability</p> | <p>(intermediate) report on sediment deficits and balance options</p> <p>Intermediate report on experience on pilot sites</p> <p>Reporting and policy recommendations on options for increasing adaptability</p> |
|  | 24. Wadden Sea Region CO <sub>2</sub> -neutral area by 2030 or before  | Preparation of a review of the implications of the agreement for the Wadden Sea Region and the establishment of a cooperation arrangement with the Wadden Sea Forum  | <p>External review of agreement</p> <p>Discussion of the outcome of the review and the implications with the stakeholders and the possible implications of the</p>   | External Review including options for implementation   |



**Project table**

| <b>Project</b>                       | <b>Description of work</b>   | <b>Outputs</b>   | <b>Responsibilities</b> | <b>Timeframe</b>    | <b>Resources</b>                  |
|--------------------------------------|--|--|-------------------------|---------------------|-----------------------------------|
| Sediment Deficit Study               | External expert study to <ul style="list-style-type: none"> <li>Review sediment deficit problem</li> <li>Review sustainable solutions</li> <li>Discuss practical implementation</li> </ul> | External Review with policy recommendations.   | Climate Task Group      | 2011-13 (or longer) | To be determined                  |
| CO <sub>2</sub> -neutral Area Review | Review of the implications of the agreement of the Sylt Declaration and discussion with regional stakeholders  | External Review listing implications, possible options for implementation and responsible stakeholders | Wadden Sea Forum        | 2012-13 (or longer) | To be determined (as part of MoU) |

**Task Group Table**

| <b>Task Group</b>  | <b>Description of work</b>  | <b>Output</b>  | <b>Responsibilities</b>  | <b>Timeframe</b>          | <b>Resources</b> |
|--------------------|---|--|--|---------------------------|------------------|
| Climate Task Group | <ul style="list-style-type: none"> <li>Development vision on adaptability</li> <li>Development of strategies ecosystem and landscape to enhance adaptabilities</li> <li>Coordinate and oversee projects and activities</li> </ul> | Preparation of work plan. Intermediate reports to WSB on status of study and project<br>Draft vision and adaptation strategies | Chair: to be determined<br>CWSS: Deputy Secretary<br>Members: to be designated | September 2010 – End 2012 | To be determined |

**OBJECTIVE 3: MAINTENANCE OF THE LANDSCAPE AND CULTURAL HERITAGE**

| Priorities   | Sylt Declaration   | Actions 2010/11   | Actions 2011-13  | Targets   |
|--|--|---|--|---|
| 3.1 Recognize the international importance of the landscape and cultural heritage of the Wadden Sea Region.<br>3.2 Promote the further development of appropriate planning instruments.<br>3.3 Enhance the involvement and responsibility of relevant authorities and stakeholders for the management of the landscape and cultural heritage.<br>3.4 Intensify the integration and collaboration between the natural environment and landscape management. | 18- 20. Landscape and Cultural Heritage.<br><br>WSP I, 1.1 Landscape and Cultural Heritage | Holding an expert workshop to review the comparative study of the landscape and cultural heritage of the Wadden Sea in conjunction with the LancewadPlan to determine the areas of collaboration between the regions. | <ul style="list-style-type: none"> <li>• Exchange information on planning instruments</li> <li>• Involvement of relevant authorities nature and landscape heritage and sectors</li> <li>• Enhancing awareness of the importance of the heritage</li> <li>• Development of integrated approach</li> </ul> | Publication of an integrated landscape and cultural heritage management plan by the responsible authorities |

**Task Group Table**

| Task Group                    | Description   | Output  | Responsibilities                 | Timeframe | Resources   |
|-------------------------------|---|---|----------------------------------|-----------|---|
| Landscape Heritage Task Group | (1) Enhancing awareness of the landscape and cultural heritage<br>(2) Preparation of an Integrated Landscape and Cultural Heritage Plan 2013 for consideration by responsible authorities | (1) Interim Report 2012 on outcome of review comparative study and Lancewadplan<br>(2) Draft Integrated Landscape and Cultural Heritage Plan 2013 | Chair: .....<br>Secretariat: WSF | 2011 - 13 | Finance by responsible authorities to be determined |

| Priorities   | Sylt Declaration   | Actions 2010/11   | Actions 2011-13   | Targets   |
|--|--|---|---|---|
| <p>4.1 Develop a specific understanding of what is meant by “Sustainable Use” within the Trilateral Wadden Sea Cooperation.</p> <p>4.2 Develop tools for facilitating assessment and practice of sustainable use.</p> <p>4.3 Facilitate a common assessment of sustainable use across the Wadden Sea.</p> <p>4.4 Conduct a pilot project for testing the above approach.</p> | <p>16. Reaffirm the concept of sustainable use.</p> <p>17. Development of Wadden Sea wide principles for a further development of sustainable fisheries.</p> | <p>Support WSF activities on testing and further development of sustainability indicators</p> <p>Inventory of shellfish fisheries in the Wadden Sea including management practises and assessment according to HD</p>                               | <p>Pilot project sustainability indicators by WSF</p> <p>Develop an approach for a common assessment of sustainable use.</p> <p>Development of trilateral policy principles for sustainable shellfish fishery in the framework of N2000 objectives</p>                                    | <p>Report Sustainable Development of the Wadden Sea Region</p> <p>Commonly accepted Wadden Sea sustainable use definition</p> <p>Adoption trilateral policy principles for sustainable fisheries.</p> |
|  | 27 – 38. Wadden Sea PSSA and shipping safety   | <p>Discussion PSSA Evaluation Report with stakeholders including exchange of information with Baltic</p> <p>Coordination with DenGerNeth Agreement</p> <p>Communication and awareness raising of PSSA</p> <p>Review of TMAP for shipping safety</p> | <p>Development of vision Wadden Sea PSSA including</p> <ul style="list-style-type: none"> <li>• Conflict activity assessment</li> <li>• Monitoring o shipping impacts and incidents</li> <li>• Communication and awareness</li> <li>• Exchange of information with other areas</li> </ul> | Wadden Sea PSSA Vision for approval by TGC 12   |

**Project table**

| <b>Project</b>                        | <b>Description of work</b>  | <b>Outputs</b>  | <b>Responsibilities</b>   | <b>Timeframe</b> | <b>Resources</b> |
|---------------------------------------|---|---|---|------------------|------------------|
| Wadden Sea Sustainable Use definition | The elaboration of a common definition of Wadden Sea wide sustainable use and how to apply the definition in trilateral policy and management | Draft definition of sustainable use for application in trilateral policy and management | CWSS coordination with external expertise and involvement of key stakeholders | 2012             | 2012: € 30,000   |

**Task Group Table**

| <b>Task Group</b>   | <b>Description</b>   | <b>Output</b>  | <b>Responsibilities</b>                                  | <b>Timeframe</b> | <b>Resources</b> |
|---|--|--|--|------------------|------------------|
| Wadden Sea Sustainable Fishery Task Group                               | Development of a sustainable Wadden Sea wide fishery policy:<br>(1) state of the art fishery policies<br>(2) assessment basis N2000 for fishery<br>(3) policy principles   | Draft trilateral policy principles for sustainable Wadden Sea wide fisheries | Chair: .....<br>CWSS: Deputy secretary<br>Members: ..... | 2011 - 12        | To be determined |
| Wadden Sea PSSA Task Group/DenGerNeth Agreement Coordination Task Group | In addition to its regular task in the framework of the DenGerNeth the Task Group is a discussion forum for matters related to the Wadden Sea PSSA and the development of the PSSA Vision including the supervision of relevant activities | Draft WAdden Sea PSSA Vision   | CWSS will participate in meetings                        | -                |                  |

**OBJECTIVE 5: PUBLIC SUPPORT FOR THE PROTECTION OF THE WADDEN SEA**

| Priorities   | Sylt Declaration   | Actions 2010/11   | Actions 2011-13  | Targets  |
|--|--|---|--|--|
| 5.1 Enhance the awareness of the Wadden Sea as a shared cultural and natural heritage.                                     | 39. Trilateral Communication Strategy (including IWSS activities)  | Development of a Trilateral Communication Strategy with measurable targets.<br><br>Employment of a trilateral communication officer in 2010.<br><br>Install and make CWSS TMAP Information System accessible<br><br><a href="#">Update CWSS website</a>   | Adoption and implementation Trilateral Communication Strategy.<br><br><br>Extend Information System to encompass all TMAP data parameters and socio econ. data<br><br>Implement Tourism Development Strategy | Indicators from Communication Strategy<br><br><br>Easily accessible data information system with ## visitors per month |
| 5.2 Secure public and political support for the protection and integrated management of the Wadden Sea as a shared entity. | 5. Sustainable Tourism Development Strategy (World Heritage and DK National Park)<br><br>4. Extension of World Heritage property | Preparation of a Sustainable Tourism Development Strategy in cooperation with stakeholders including a communication and marketing program with measurable targets (see also 5.3)<br><br>Elaboration of WH Communication and Marketing Strategy 2010 – 13 | Implementation of Communication and Marketing Strategy.<br><br>Prepare revised nomination dossier for Wadden Sea World Heritage for extension  | Common strategy including marketing implemented.<br><br>Indicators Strategy<br><br>Extension accepted 2013             |
| 5.3 Support, facilitate and coordinate stakeholder involvement and initiation.   | 44, 45. Cooperation with the Wadden Sea Forum (WSF)  | Enhance cooperation with the WSF. Prepare work plan for joint activities.   | Implement work plan  | Reports joint activities.<br>Adopt new MOU   |
| 5.4 Promote, coordinate and facilitate trilateral Wadden Sea education.  | 39. Trilateral Communication Strategy (including IWSS activities)  | Development of a work plan for environmental education (follow-up IWSS) with extended partner network (all info centers).<br><br>Coordination by the communication officer.   | Develop trilateral products to be applied by info-centers and other partners.  | Tool box and product catalogue including offers for environmental education.   |

| Priorities  | Sylt Declaration   | Actions 2010/11  | Actions 2011-13  | Targets  |
|---|--|--|--|--|
| 5.5 Enhance and advertise the Trilateral Wadden Sea cooperation as an international role model. | 50. MoU with Wash North Norfolk Coast<br><br>48. MoU Korea<br><br>6. Flyway management cooperation | Continuation of international cooperation on management, monitoring and science (bird flyway, monitoring, ecosystem comparison).<br><br>Development of a joint work plan with the Wash and with Korea.<br><br>Preparation of flyway management cooperation in accordance with the decision of the World Heritage Committee | Workshops and joint projects with MOU partners (Korea, England) and international conventions (UNESCO, CBD, Ramsar, OSPAR)<br><br>Active participation of Wadden Sea experts and CWSS at international workshops / events.<br><br>Establishment of flyway management cooperation structure | Two workshops/events per year with an international focus on cooperation with Korea and within the flyway management cooperation<br><br>Approval by the Board of a flyway management cooperation |

### Project Table

| Project                          | Description  | Output   | Responsibilities                                       | Timeframe  | Resources   |
|----------------------------------|--|--|--|--|---|
| 1. Communication and information | Communication, awareness, and education                        | Communication Strategy for the Cooperation.  | Communication Officer / Task Group                     | 2011: Communication Strategy<br>2012/13 Implementation         | 2010/11: €90,000<br>2011/12: €90,000<br>2012/13: €90,000  |
| 2. Tourism and Marketing         | Development of a consistent tourism approach in the Wadden Sea | Sustainable Tourism Strategy including market research, marketing, infrastructure and qualification. | Communication officer / Project Group Tourism Strategy | 2011: Tourism Strategy and marketing<br>2012/13 Implementation | 2010/11: €100,000<br>2011/12: €30,000<br>2012/13: €30,000 |
| 3. Flyway management             | The development of a flyway management cooperation structure   | Flyway management cooperation  | CWSS / Migratory Expert Task Group                     | 2011-13  | To be determined  |

### Task Group Table

| Task Group                           | Description                                   | Output                                     | Responsibilities   | Timeframe | Resources   |
|--------------------------------------|---|--|--|-----------|---|
| Wadden Sea World Heritage Task Group | Development and supervision Communication and | Draft Communication and Marketing Strategy | Chair: Secretary<br>CWSS: Deputy secretary<br>Members: Project group | 2010 - 13 | Defined in the Communication and Marketing Strategy |

|   |  |  |                                 |                       |   |
|---|--|--|---------------------------------|-----------------------|---|
|   | Marketing Strategy<br>Prepare revised<br>nomination dossier  | Draft revised nomination<br>dossier  |                                 |                       | Additional resources for<br>extension dossier to be<br>determined |
| Task Group Information<br>and Education | Coordination of activities<br>and projects on trilateral<br>information and<br>education.<br>Educational offers for<br>info centers and other<br>partners, adaptation of<br>national products for<br>trilateral use. | Preparation of work plan<br>including resources.<br>Common products and<br>offers for information an<br>education. | Chair: Communication<br>Officer | September 2010 - 2013 | 2010/11: € 40,000<br>2011/12: € 60,000<br>2012/13: € 30,000       |

### 3. Training and Development Needs

In the forthcoming period there is a need to develop and train the skills of the staff of the secretariat in various fields both directly related to the Strategy and the Business Plan, as well as to the regular administrative and financial management of the secretariat and the operation of the Cooperation to maintain the secretariat and its staff as an efficient, modern and forward-looking unit which will be able to respond to the changed circumstances.

The following training and development needs for the staff have been identified:

| Training and development           | Description  | Output   | Staff            | Timeframe | Resources       |
|------------------------------------|--|--|------------------|-----------|-----------------|
| Project Management                 | Training in project management, the elaboration of project plan, time frame and financial management | Project management skills                                      | all              | Ongoing   | Support parties |
| Financial Management               | Training in financial management of the CWSS, salary management and travel costs                     | Far reaching self-reliant financial management of the CWSS     | Adm. officer     | 2011/12   | Support parties |
| Data management                    | Data management of the CWSS/TMAP and the dissemination of the results                                | Public Information System                                      | Data coordinator | 2011      | € 2,000 CWSS    |
| TG management – Negotiation skills | Training in managing TGs and improving negotiation skills in English                                 | Lead capacity and English communication and negotiation skills | Relevant staff   | Ongoing   | Support parties |
| Personal Development               | Developing the personal skills of individual staff members and presentation capability               | Empowered staff and external presentation                      | all              | ongoing   | Support parties |

### 4. Risk Management

Strategic planning is a common responsibility of the members of the Wadden Sea Board and an essential part of planning is to manage risks so as to be able to achieve the objectives of the planning and to avoid ad-hoc decisions and resource allocations that will disrupt the planning.

The Business Plan has identified the following risks, likelihood and impact, mitigation, responsibilities and monitoring.

| Risk   | Likelihood | Impact | Action/Mitigation  | Individual responsible | Monitoring                    |
|--|------------|--------|--|------------------------|-------------------------------|
| Reduction in funding available in the period | High       | High   | (1) All Board members to engage with finance departments to highlight value of | Board members          | Assessment countries mid year |



| <b>Risk</b>   | <b>Likelihood</b> | <b>Impact</b> | <b>Action/Mitigation</b>   | <b>Individual responsible</b> | <b>Monitoring</b>                    |
|---|-------------------|---------------|--|-------------------------------|--------------------------------------|
|   |                   |               | Cooperation and attempt to find alternative financing<br>(2) Limit to core business, report via existing staff |                               |                                      |
| Extended nomination WH of HH and DK not before 1.2.12   | Medium            | High          | Nominate small extension HH; involve DK in the WH work   | Danish delegation             | Assessment start 2011                |
| Lacking support for communication from stakeholders on issues and World Heritage  | Medium            | High          | Ensure that sufficient political support is provided and stakeholders are committed                            | Board members                 | Stakeholder meeting, WSF involvement |
| Substantive project sediment deficit will financially not be possible   | Medium            | High          | Confine project to existing resources with emphasis on policy implications. Seek financing from EU projects    | Responsible authorities       | Start 2011                           |
| Development of PSSA vision will not obtain the support of shipping authorities  | Medium            | High          | Seek assistance from other international agreement areas such as Baltic  | Board members                 | Start 2012                           |
| Collaboration on harmonization of EU N2000 Directives impeded by regional political opposition                          | Medium            | Medium        | Emphasis on work on common assessment; seek collaboration with EC  | Chair                         | Start 2011                           |
| CWSS not able to manage possible increased administrative and financial burden as a result of new legal status          | Medium            | High          | Investigate outsourcing of well defined tasks such as salary payment, travel expenses, project financing       | Chair                         | Yearly by auditors                   |
| Establishment of scientific platform will not obtain sufficient support from (some) scientific institutes in the region | Medium            | Low           | Establish platform on the basis of those willing, support scientific projects, involve in QSR work             | Board members                 | Discuss 2010                         |
| Malfunctioning of (some) TMAP data units impeding proper data management  | Medium            | High          | Seek ways to maintain central data flow, establishment of central data management                              | Relevant Board members        | Status data handling 2011            |