

TRILATERAL WADDEN SEA COOPERATION

**BUSINESS PLAN 2010 – 13**

Final Draft ~~May~~ February 2011~~0~~

## 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 a 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 priorities EC Directive harmonisation issues <del>(WSP TG)</del>	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 including setting priorities <del>(WSP TG)</del>		
	12. Support the start of necessary further developments of the Wadden Sea Plan	Installation <del>WSP</del> -Task Group Management <del>(WSP-TG-M)</del> , 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	<del>WSP TG</del> -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  Investigate designation Wadden Sea as sub-region MSFD  Investigate feasibility common EU project (LIFE ?)	Prepare pilot report  <del>Depending on outcome investigation, take further steps, among which contacts with EU Commission</del> Follow up possible MFSD sub-region designation  Implement common EU project	Reporting to TGC-12

Priorities	Sylt Declaration	Actions 2010/11	Actions 2011-13	Targets
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 to assist adaptation and mitigation of climate change.	43. Reconfirm the continuation of TMAP and incorporate, as necessary, parameters to develop TMAP	Involvement in WaLTER (NL monitoring project) <sup>1</sup>  Further harmonisation of monitoring methods and harmonisation procedures. <del>Review of monitoring parameters</del>  Upgrading data units to facilitate data management and access to data	Involvement in WaLTER (NL monitoring project)  Preparation of relevant recommendations for WSB <del>by WSP TGC</del> <del>Review of monitoring parameters</del>  Running and management of data units	Proposals for adapting TMAP  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  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  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, <a href="#">link to ongoing national and international developments (round table)</a>	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  41. Support the establishment of a trilateral research platform and initiate trilateral research projects	Wadden Sea Academy + Scientific Community: Elaboration proposals for trilateral research platform and research agenda	Wadden Sea Academy + Scientific Community:  Establishment trilateral research platform; Development trilateral research agenda; 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

Priorities	Sylt Declaration	Actions 2010/11	Actions 2011-13	Targets
	14. Support the development of a Goose Management Plan in cooperation with relevant authorities	WSB <del>40-2</del> 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, Ramsar, bilateral activities</u>	Formulation proposals for actions at trilateral level	Proposals to TGC-12
	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; <u>involvement I national and international activities</u>	Recommendations for relevant trilateral actions as basis for development trilateral strategy	CWSS	2010-2011	<del>2011: € 10,000</del> <u>CWSS Budget</u>
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 CWSS: Data coordinator	2010 - 11	<del>2011: € 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
Task Group Management (TG-M)	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: Ms Stefanie Hedtkamp CWSS: Deputy Secretary Members: <del>to be designated</del> <u>Complete</u>	2010-2013	No additional resources foreseen

**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 <del>Climate</del>-Task Group <u>Climate (TG-C)</u>. <del>Climate TG to develop detailed Terms of Reference</del></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><del>Climate</del>-TG-<u>C</u> 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. <u>Active promotion of goal in region.</u>	External review of agreement  Discussion of the outcome of the review and the implications with the stakeholders, <del>and the possible implications of the</del>	External Review including options for implementation  <u>Agreement on the definition of climate neutrality in the Wadden Sea Region</u>



## Project table

Project	Description of work	Outputs	Responsibilities	Timeframe	Resources
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. <u>As a first step an analysis of relevant studies, next definition of climate neutrality in the Wadden Sea Region</u>	External Review listing implications, possible options for implementation and responsible stakeholders	Wadden Sea <del>Forum</del> <u>Board</u>	2012-13 (or longer)	To be determined <del>(as part of MoU)</del>

## Task Group Table

Task Group	Description of work	Output	Responsibilities	Timeframe	Resources
<del>Climate</del> -Task Group <u>Climate (TG-C)</u>	<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 Draft vision and adaptation strategies	Chair: <u>Mr Thorsten Piontkowitz of the Danish Coastal Authority</u> <del>to be determined</del> CWSS: Deputy Secretary Members: <del>to be designated</del> <u>Incomplete</u>	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. 3.2 Promote the further development of appropriate planning instruments. 3.3 Enhance the involvement and responsibility of relevant authorities and stakeholders for the management of the landscape and cultural heritage. 3.4 Intensify the integration and collaboration between the natural environment and landscape management.	18- 20. Landscape and Cultural Heritage.  WSP I, 1.1 Landscape and Cultural Heritage	Holding an <u>expert workshop with experts and responsible authorities</u> to review the comparative study of the landscape and cultural heritage of the Wadden Sea in conjunction with the LancwadPlan to determine the areas of collaboration between the regions <u>and to investigate possible agreement between relevant authorities.</u>  <u>Scrutinize Lancwad Plan and identify those contents and suggestions, which may be accepted as specific task of the TWSC.</u>  <u>Request WSF as a prerequisite for further activities to elaborate an official joint interregional statement, (a) why, (b) in which boundaries, and (d) with which aims and goals does WSF expect the TWSC to discuss and influence landscape and culture issues outside of its cooperation area.</u>	<del>Exchange information on planning instruments</del> <del>Involvement of relevant authorities nature and landscape heritage and sectors</del> <del>Enhancing awareness of the importance of the heritage</del> <del>Development of integrated approach</del> <u>To be determined on the basis of the outcome of the workshop to fulfil MCD.</u>	Publication of an integrated landscape and cultural heritage management plan by the responsible authorities

Formatiert: Nummerierung und Aufzählungszeichen

**Task Group Table**

Task Group	Description	Output	Responsibilities	Timeframe	Resources
Landscape Heritage Task Group	(1) Enhancing awareness of the landscape and	(1) Interim Report 2012 on outcome of review	Chair: ..... Secretariat: WSF	2011 – 13	Finance by responsible authorities to be

	cultural heritage (2) Preparation of an Integrated Landscape and Cultural Heritage Plan 2013 for consideration by responsible authorities	comparative study and Landscape plan (2) Draft Integrated Landscape and Cultural Heritage Plan 2013			determined
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**OBJECTIVE 4: SUSTAINABLE USE AS DEFINED BY THE CONVENTION ON BIOLOGICAL DIVERSITY AND THE HABITATS DIRECTIVE**

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 <del>shellfish</del> fisheries in the Wadden Sea including management practises and assessment according to HD</p>	<p>Pilot project sustainability indicators by WSF</p> <p><del>Develop an approach for a common assessment of sustainable use.</del></p> <p>Development of trilateral policy principles for sustainable <del>shellfish</del> fishery in the framework of N2000 objectives</p>	<p>Report Sustainable Development of the Wadden Sea Region</p> <p><del>Commonly accepted Wadden Sea sustainable use definition</del></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 <u>competent authorities and relevant agreements including the DenGerNeth Agreement</u></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 of 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

Project	Description of work	Outputs	Responsibilities	Timeframe	Resources
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
Study Sustainable Fisheries Wadden Sea	An external study of sustainable fisheries in the Wadden Sea: (1) inventory of fisheries, (2) review in relation to sustainability criteria, (3) recommendations for achieving sustainability	Report with recommendations for actions for sustainability	TG-M	2011	To be determined

## Task Group Table

Task Group	Description	Output	Responsibilities	Timeframe	Resources
Wadden Sea Sustainable Fishery Task-Group	Development of a sustainable Wadden Sea wide fishery policy: (1) state of the art fishery policies (2) assessment basis N2000 for fishery (3) policy principles	Draft trilateral policy principles for sustainable Wadden Sea wide fisheries	Chair: ..... CWSS: Deputy secretary Members: .....	2011 - 12	To be determined
Wadden Sea PSSA Task Group/Den Ger Neth Agreement Coordination Task Group Shipping (TG-S)	In addition to its regular task in the framework of the Den Ger Neth the Task Group is a discussion forum for matters related to the Wadden Sea PSSA and TG-S is tasked with the implementation of §§ 27-38 MCD including organizing a workshop to	Draft Wadden Sea PSSA Vision	CWSS will participate in meetings Chair: Sjón Huisman of the Dutch North Sea Directorate CWSS: Deputy Secretary Members: Complete	2011 - 13	To be determined

Formatiert: Nummerierung und Aufzählungszeichen

	<u>discuss PSSA Study and supervising relevant activities resulting in the development of the PSSA Vision including the supervision of relevant activities</u>				
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**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.  Employment of a trilateral communication officer in 2010.  Install and make CWSS TMAP Information System accessible  <a href="#">Update CWSS website</a>	Adoption and implementation Trilateral Communication Strategy.  Extend Information System to encompass all TMAP data parameters and socio econ. data  Implement Tourism Development Strategy  Implementation of Communication and Marketing Strategy.  Prepare revised nomination dossier for Wadden Sea World Heritage for extension	Indicators from Communication Strategy  Easily accessible data information system with ## visitors per month  Common strategy including marketing implemented.  Indicators Strategy  Extension accepted 2013
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)  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)  Elaboration of WH Communication and Marketing Strategy 2010 – 13		
5.3 Support, facilitate and coordinate stakeholder involvement and initiation.	44, 45. Cooperation with the Wadden Sea Forum (WSF)	<del>Enhance</del> Continue cooperation with the WSF. Prepare work plan for joint activities <a href="#">on the basis of evaluation</a> .	Implement work plan	Reports joint activities. Adopt new MOU
5.4 Promote, coordinate and facilitate trilateral Wadden Sea education.	39. Trilateral Communication Strategy (including IWSS activities)	<a href="#">Development and approval by partners of Communication Strategy</a> . Development of a work plan for environmental education <a href="#">activities</a> (follow-up IWSS) with extended partner network (all	Develop trilateral products to be applied by info-centers and other partners.	<a href="#">Communication Strategy for the Cooperation</a>  Tool box and product catalogue including offers for environmental education.

Priorities	Sylt Declaration	Actions 2010/11	Actions 2011-13	Targets
		info centers).  Coordination by the communication officer.		
5.5 Enhance and advertise the Trilateral Wadden Sea cooperation as an international role model.	50. MoU with Wash North Norfolk Coast  48. MoU Korea  6. Flyway management cooperation	Continuation of international cooperation on management, monitoring and science (bird flyway, monitoring, ecosystem comparison).  Development of a joint work plan with the Wash and with Korea.  Preparation of flyway management cooperation in accordance with the decision of the World Heritage Committee.	Workshops and joint projects with MOU partners (Korea, England, <a href="#">WAMER</a> ) and international conventions (UNESCO, CBD, Ramsar, OSPAR <a href="#">etc.</a> ) <a href="#">and bilateral activities</a>  Active participation of Wadden Sea experts and CWSS at international workshops / events.  Establishment of flyway management cooperation structure  <a href="#">Work towards the listing of the Wadden Sea as a Trans-boundary Ramsar Site</a>	Two workshops/events per year with an international focus on cooperation with Korea and within the flyway management cooperation  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/ <del>Task Group</del>	2011: Communication Strategy 2012/13 Implementation	2010/11: € 90,000 2011/12: € 90,000 2012/13: € 90,000
2. <del>Tourism and Marketing</del> <a href="#">Sustainable Tourism Strategy</a>	Development of a consistent tourism approach in the Wadden Sea	Sustainable Tourism Strategy including market research, marketing, infrastructure and qualification.	<del>Communication officer / Project Task</del> Group <a href="#">Sustainable</a> Tourism Strategy	2011: Tourism Strategy and marketing 2012/13 Implementation	<del>2010/11: € 100,000</del> <del>2011/12: € 100,000</del> <del>2012/13: € 30,000</del>
3. Flyway management	The development of a flyway management	Flyway management cooperation	CWSS / Migratory Expert <del>Task Group</del> Group	2011-13	To be determined



	cooperation structure				
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### Task Group Table

Task Group	Description	Output	Responsibilities	Timeframe	Resources
<u>Task Group Wadden Sea-World Heritage Task-Group</u>	Development and supervision Communication and Marketing Strategy Prepare revised nomination dossier Coordinate and oversee activities Wadden Sea World Heritage	<u>Draft Communication and Marketing Strategy Annual Progress Reports</u>  <u>Draft revised nomination dossier</u> <u>Nomination dossier boundary modification and extension.</u>	Chair: Secretary CWSS: Deputy secretary Members: <u>Complete Project group</u>	2010 - 13	<u>Defined in the Communication and Marketing Strategy</u>  Additional resources for extension dossier to be determined
<u>Task Group Sustainable Tourism Strategy (TG-STs)</u>	Coordinate and implement Sustainable Tourism Project and relevant communication and marketing activities	<u>Sustainable Tourism Strategy including and Action Plan</u> <u>Coordinated campaign and marketing activities</u>	Chair: Ms Elze Klinkhammer, RCW CWSS: Deputy Secretary Members: <u>Complete</u>	<u>2011-12</u>	<u>In project; additional financial resources for communication and marketing on an ad-hoc basis</u>
<u>Task-Group Information and Education</u>	Coordination of activities and projects on trilateral information and education. Educational offers for info-centers and other partners; adaptation of national products for trilateral use.	Preparation of work plan including resources. Common products and offers for information and education.	Chair: Communication Officer	September 2010 – 2013	<u>2010/11: € 40,000</u> <u>2011/12: € 60,000</u> <u>2012/13: € 30,000</u>

### 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

Risk	Likelihood	Impact	Action/Mitigation	Individual responsible	Monitoring
			Cooperation and attempt to find alternative financing (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