INDEPENDENT REVIEW OF THE EAST ASIAN – AUSTRALASIAN FLYWAY PARTNERSHIP

May 2016

Author: Rebecca Jothi D'Cruz

Disclaimer Statement: This report was prepared by Rebecca Jothi D'Cruz in her personal capacity. The views and opinions expressed in this report are primarily those of the original author; comments from the survey respondents, where pertinent to the discussion, are indicated within double quotes (" "). The author's views expressed in this report do not necessarily reflect the views of the East Asian-Australasian Flyway Partnership or its Partner members.

This document has been prepared in good faith on the basis of information available at the date of completion without any independent verification. All information used in the publication of this report has been compiled from survey questionnaires, interviews, and publicly available sources that are believed to be reliable, however we do not guarantee the accuracy or completeness of this report.

Privacy Statement: Identification numbers associated with the email addresses of the survey respondents were kept during the data collection phase for tracking purposes only. The author is the only person to have access to the data during data collection. This information has been stripped from the final dataset.

All reasonable measures were taken to protect the identity of the survey respondents and their responses. All personal identifying information was SSL encrypted and stored in a password protected database, and IP addresses are not collected. However, as email and the internet are not 100% secure, it was suggested to survey respondents that they clear their computer's cache and browser history to protect their privacy after completing the survey.

4 May 2016

INDEPENDENT REVIEW OF THE EAST ASIAN – AUSTRALASIAN FLYWAY PARTNERSHIP

EXECUTIVE SUMMARY

This document presents the findings from the independent review of the East Asian-Australasian Flyway Partnership (EAAFP). This review was conducted over 32 days between mid-December 2015 and early April 2016.

The purpose of the Partnership is to provide a flyway wide framework to promote dialogue, cooperation, collaboration, and activities/actions between a range of actors including all levels of governments, site managers, multilateral environment agreements, technical institutions, UN agencies, development agencies, industrial and private sector, academe, non-government organisations, community groups and local people to conserve migratory waterbirds and their habitats.

The Goal of the EAAFP: Migratory waterbirds and their habitats in the East Asian – Australasian Flyway are recognised and conserved for the benefit of people and biodiversity.

The Objectives of the EAAFP:

1. Develop the Flyway Network of Sites of international importance for the conservation of migratory waterbirds, building on the achievements of the Asia Pacific Migratory Waterbird Conservation Strategy (APMWCS) networks.
2. Enhance communication, education and public awareness of the values of migratory waterbirds and their habitats.
3. Enhance flyway research and monitoring activities, build knowledge and promote exchange of information on waterbirds and their habitats.
4. Build the habitat and waterbird management capacity of natural resource managers, decision makers and local actors.
5. Develop, especially for priority species and habitats, flyway wide approaches to enhance the conservation status of migratory waterbirds.

The objective of this review is to assess the effectiveness of the EAAFP structures, mechanisms, programs and processes in achieving the Partnership's goal and objectives, as recommended at the Eighth EAAFP Meeting of Partners (MoP8) held in Japan in 2015, with a view to presenting recommendations in 2016 that can be reviewed and a strategic plan prepared for consideration at MoP9 in early 2017.

Specifically, this review is tasked to assess the effectiveness of the Partnership structure and governance, including membership, composition and balance, including its structure as a World Summit on Sustainable Development (WSSD) Type II Initiative, i.e. both informal and voluntary.

The primary focus of this review is twofold: To develop options for the governance of the EAAFP based on an assessment of its existing mechanisms and processes, and to recommend financing options for the EAAFP to ensure the future sustainability of the organization. The scope of this review is largely limited to the governance and operational structures at the global level. Governance and financing at the site level was assessed through phone and online interviews with a select number of site managers.

The approach relied on four mechanisms: a review of EAAFP documents including minutes of all the Meetings of Partners, an online survey questionnaire, interviews with some survey respondents and a diverse group of experts, and a review of similar structures, governance arrangements and mechanisms set up elsewhere to achieve similar goals. The online survey focused on identifying areas of improvement in the current approach to governance, financing, and to a lesser extent, communications.

Survey respondents underscored the success of the EAAFP, which over the past decade has managed to build a well-established network of waterbird and wetland conservation sites, with great potential for expansion; to provide access to information and knowledge on migratory waterbird species to influence decision-making; and to provide access to capacity-building opportunities.

However, wetland habitats continue to be degraded or destroyed in a growing number of countries along the East Asian-Australasian Flyway (EAAF) driven by population growth, economic transition, urbanization, rural and urban poverty, and climate change. The value of wetlands has gained broader acceptance at the global level; less so at the national and sub-national levels. Technical expertise in other sectors and topics such as climate change, food production, energy production, and disaster risk reduction is now increasingly seen as necessary to adequately manage water and wetlands; this is accepted by the global community but is poorly reflected in policy and practice at the national and sub-national levels.

This report focuses on forward planning rather than on an exhaustive presentation of the findings from the analyses of the documents and responses to the online survey and interviews. In adopting this approach, this report runs the risk of not giving full credit to the strengths of the EAAFP's governance, financing or communications mechanisms, but the intent is to ensure that the report remains action-oriented to better inform the decision-making process by the Partners at MoP9.

The review identified eight main governance challenges:

1. The informal and voluntary nature of the Partnership poses a challenge in terms of financing and political support at the national and site levels.
2. The current organization structure is inadequate to support the delivery of the Partnership's goal and objectives.
3. Lack of a rigorous framework to review and monitor the delivery of the Objectives linked to the Implementation Strategy 2012 – 2017 does not to allow the Partnership to assess the impacts of the Strategy.
4. The format for the Meeting of Partners (MoP) does not promote effective dialogue and sharing between Partners, and does not focus enough on setting and agreeing future priorities and collaborative plans.
5. The Working Group (WG) / Task Force (TF) mechanism is not being used effectively to serve the scientific and technical needs of the Partners and Flyway Sites Network.
6. The Secretariat is not sufficiently proactive in terms of catalysing, coordinating, and communicating information on the work of the Partners across the flyway.
7. Waterbird and wetland conservation issues are not mainstreamed into development decisions and institutions at the national and sub-national levels.
8. Lack of success in influencing policy and practice at the national and site level to enhance the protection and management of Flyway Sites Network and other priority waterbird sites.

The review identified five main financing challenges:

1. Weak linkage between the strategic planning process and the budgeting process.
2. Increase in funding needs driven by increasing demand from the Partners coupled with a short-term funding horizon.
3. Lack of diversification in the funding base.
4. Lack of clarity in the allocation of fundraising responsibilities.
5. Unreliability of funding to support the Secretariat and to support actions at the flyway level.

Building on this review, the following overarching recommendations aim to better empower the Partnership, and to facilitate greater engagement and ownership by the Partners.

Recommendation #1: Protect the Flyway Sites Network – the EAAFP's most valuable asset
The EAAFP should prepare to transition to a stronger regional and national role in the protection and management of Flyway Sites. There is an urgent need to adopt a flyway-wide approach to effectively identify, protect and manage sites that are of high priority for migratory waterbirds.

Recommendation #2: Make Good Business Sense – Innovate, Create, Elevate
The business sector is the only one of the partnership's categories that involves 'outsiders', i.e. those not directly linked to the biodiversity/environmental sector. These 'outsiders' have a tremendous influence over national and sub-national planning and decision-making. Multinational

businesses can help to replicate good practices in managing sites and species across the flyway; national-level business councils can help to develop and promote best business management practices in the conservation of migratory species and habitats. By positioning the EAAFP as being well prepared, proactive partners with innovative, win-win ideas, the organization can expect to attract corporate support that will not only yield significant revenue results for themselves – but important additional benefits in the form of increased donor awareness, and political support.

Recommendation #3: Identify and Claim Your Niche – Be Relevant

In a global marketplace populated by thousands of organizations working on conservation issues it is imperative that the EAAFP identify and articulate its niche. In marketing terms, a niche is the spot your organization carves out in a sector in order serve a specific audience (or clients or beneficiaries). It is where you will focus your marketing efforts for your products and services – and where you can differentiate yourself from the competition. The most important factor is creating a dedicated consumer base. Identifying its niche will help the EAAFP to adapt to change. For an organization like the EAAFP, its niche must be tied to its mission, values and objectives.

Recommendation #4: Sustainable Financing - Follow the Money

The EAAFP has a very limited funding base. In moving into the 'consolidation' stage of its growth, the organization has to transition towards new sources of funding to support the Secretariat's operations, and to support actions at the flyway, regional and national level to achieve its mission and objectives.

Concluding Remarks

This report lays out a vision of a future governance system for the EAAFP that is more clearly aligned to the goal and objectives of the Partnership, and for a future financing system that can provide the financial resources necessary to support the structures and operations of EAAFP and to address priority issues in conserving migratory waterbirds and their habitats along the Flyway.

The vision takes into account the fact that the Partnership spans multiple domains, levels and actors. It aims to catalyze greater engagement by Partners, and seeks to widen participation by taking a multi-level and multi-actor approach in order to capture the full range of actors and opportunities available to advance the protection and expansion of the Flyway Site Network, and to widen participation by encouraging bottom-up approaches (i.e. at the site and national levels) that are supported in a top-down manner (i.e. regional and flyway levels).

Ultimately, the impact of the EAAFP will depend on its credibility, legitimacy, and utility that is demonstrated through its scientific and technical strengths, its inclusiveness, and its ability to serve the needs and wants of its constituency.

MAIN REPORT

1. BACKGROUND AND APPROACH FOR THIS REVIEW

Background: The East Asian – Australasian Flyway Partnership (EAAFP) was established in November 2006 as a WSSD (World Summit on Sustainable Development) Type II Initiative, a voluntary and informal initiative bringing together governments, inter-governmental and non-government organizations to conserve migratory waterbirds and their habitats in the Flyway for the benefit of people and biodiversity. The number of Partners has grown from the original 16 to 34 at the end of 2015, including one private sector corporation.

The Flyway Partnership is an evolution of the work conducted by the Asia-Pacific Migratory Waterbird Conservation Committee (MWCC) under its Asia-Pacific Migratory Waterbird Conservation Strategy and species-group Action Plans (for migratory cranes, shorebirds and Anatidae). The three Site Networks established under the MWCC were subsequently combined into the East Asian - Australasian Flyway Site Network.

The first Migratory Waterbird Strategy 1996 – 2000 was developed jointly by Wetlands International Asia Pacific Council and the International Waterfowl and Wetlands Research Bureau - Japan Committee. The Strategy defined the current state of NGO activities and bilateral and multilateral agreements between governments, confirmed the problems that have emerged in the conservation of migratory waterbirds and their habitats, and established the goals and activities involved for settlement of problems and greater international cooperation. Under the Strategy, three networks of internationally important sites for migratory shorebirds, cranes and Anatidae were developed. Numerous activities such as organization of symposiums and training courses as well as information exchanges were undertaken at network sites.

The EAAFP framework also comprises binding and non-binding instruments, spanning bilateral and multilateral approaches. Eleven binding bilateral agreements enacted for the conservation of migratory bird species have been signed by seven countries. On 18 March 2016, the Department of Conservation (DOC) of New Zealand and the State Forestry Administration (SFA) of China signed a Memorandum of Arrangement (MOA) to work together to protect wetlands visited by Red Knots and Bar-tailed Godwits during their 12,000km migratory flights.

There are also three binding multilateral agreements (i.e. Ramsar Convention on Wetlands, Convention on Migratory Species, and Convention on Biological Diversity) relevant to migratory shorebird conservation in the Asia-Pacific region. Amongst them, the Ramsar Convention is habitat-focused, whereas the Convention on Migratory Species is species-focused, and the Convention on Biological Diversity is a framework treaty with a broad biodiversity conservation scope.

The EAAFP Partnership is governed by a Partnership document which identifies five objectives:

1. Develop the Flyway Network of sites of international importance for the conservation of migratory waterbirds, building on the achievements of the Asia Pacific Migratory Waterbird Conservation Strategy networks.
2. Enhance communication, education and public awareness of the values of migratory waterbirds and their habitats.
3. Enhance flyway research and monitoring activities, build knowledge and promote exchange of information on waterbirds and their habitats.
4. Build the habitat and waterbird management capacity of natural resource managers, decision makers and local stakeholders.
5. Develop, especially for priority species and habitats, flyway wide approaches to enhance the conservation status of migratory waterbirds.

Since 2006, eight Meetings of Partners have overseen the implementation of the Partnership. A Secretariat, hosted by the Government of Korea and based in Incheon, Republic of Korea since 2009, facilitates communication among Partners and coordination of the Partnership and activities across the Flyway. A Management Committee provides oversight of the Secretariat's operations. A series of Working Groups and Task Forces provide technical support and advice to the Partnership. An Implementation Strategy from 2012-2016 was adopted at MoP6.

However, the decline of migratory waterbirds, with some exceptions, has not been arrested as birds and habitats face increasing pressures throughout the Flyway, particularly at some critical stopover sites. Wetland habitats continue to be degraded or destroyed in a growing number of countries along the East Asian-Australasian Flyway driven by population growth, economic transition, urbanization, rural and urban poverty, and climate change. The value of wetlands has gained broader acceptance at the global level; less so at the national and sub-national levels. Technical expertise in other sectors and topics such as climate change, food production, energy production, and disaster risk reduction is now increasingly seen as necessary to adequately manage water and wetlands; again, this is accepted by the global community but has largely not translated into concrete action at the national and sub-national levels.

With this in mind, the Eighth Meeting of Partners in Japan, 2015 recommended an independent review of the effectiveness of EAAFP structures, governance, mechanisms, programs and processes, to be undertaken in late 2015 with a view to presenting recommendations in 2016 that can be reviewed and a strategic plan prepared for consideration at MoP9 in early 2017.

Approach: The objective of this review is to assess the effectiveness of the EAAFP structures, mechanisms, programs and processes in achieving the Partnership's goal and objectives, with a view to presenting recommendations in 2016 that can be reviewed and a strategic plan prepared for consideration at MoP9 in early 2017. Specifically, this review is tasked to assess the

effectiveness of the Partnership structure and governance, including membership, composition and balance, including its structure as a WSSD Type II Initiative, i.e. both informal and voluntary. The detailed Terms of Reference for the review is in Appendix 1 of this report.

The primary focus of this review is twofold: To develop options for the governance of the EAAFP based on an assessment of its existing mechanisms and processes, and to recommend financing options for the EAAFP to ensure the future sustainability of the organization. The scope of this review is largely limited to the governance and operational structures at the global levels. Governance and financing at the site levels was assessed through phone and online interviews with a select number of site managers.

The approach relied on four mechanisms: a review of EAAFP documents including minutes of all the Meetings of Partners; an online survey questionnaire; face-to-face, online, and phone interviews with some survey respondents and a diverse group of experts; and a desk-top review of similar structures, governance arrangements and mechanisms set up elsewhere to achieve similar goals. The list of documents reviewed is presented in Appendix 2.

Three online questionnaires were developed – one each for the EAAFP Partners, Chairs and Co-Chairs of the Working Groups and Task Forces, and the EAAFP Secretariat staff. The questionnaires focused on identifying areas of improvement in the current approach to governance, financing, and to a lesser extent, communications. A comparative analysis of responses to common questions posed to all these three groups is presented in Appendix 3 of this report.

Face-to-face meetings were held with the EAAFP Secretariat staff, and with Partners in China, Korea and Malaysia. Phone interviews were conducted with some key individuals – comprising both Partners and other experts – on aspects related to sustainable financing, governance structures, and communications. Finally, and phone and email interviews were conducted with a select number of people representing organizations that have a similar mandate to the EAAFP.

The assessment of the EAAFP's structure as a WSSD Type II Initiative was conducted as a desk exercise; interviews were held with representatives of some organizations that have similar objectives to the EAAFP.

The list of survey respondents is not included in this report because all respondents were offered assurances of confidentiality. The personal information on the survey respondents was kept during the data collection phase for tracking purposes only; this information has been stripped from the final dataset.

Table 1: Survey Response Rate

Category	Number of Surveys Delivered	Total Complete Responses	Response rate
Partners (and three Site Managers)	48	32	67%
Chairs and Coordinators of the Working Groups & Task Forces	24	15	63%
Secretariat staff	6	6	100%
Targeted Experts (includes experts within the EAAFP membership and those not directly linked to the EAAFP)	18	18	100%
Targeted individuals in organizations not linked to the EAAFP	9	9	100%
TOTAL	**105**	**78**	**74%**

As a general rule of thumb (95% Confidence level with a +/- 5% Margin of Error), for a sample size of 100 persons, 80 responses are needed.

In an open survey, the expected response rate for a sample size of 100 persons can be assumed to be in the range of 45% to 55%. The overall response rate for this survey of 74% is inflated due to the fact that all the respondents were 'targeted', i.e. a select group of individuals who are involved with / have an interest in the subject matter at hand. Similarly, the response rates for Partners (67%) and Working Group/Task Force Chairs (63%) is on high side for a sample size of 72 because the survey was targeted at a select group of individuals. Finally, the high number of responses can be attributed to the fact that reminders were sent out via email, and in some cases, via phone or skype.

2. REVIEW OF GOVERNANCE

The governance review examined the EAAFP's legal status, structures, mechanisms and processes towards achieving the Partnership's goal and objectives. It was guided by the following criteria:

1. Relevance: Clarity of the mandate of each organ in the EAAFP's organization structure and alignment of the structure with the organization's goal and objectives.
2. Effectiveness: Gaps or overlaps in responsibilities between each organ.
3. Legitimacy: Whether key governance bodies are representative of the key stakeholders.
4. Cost-efficiency: Overall cost of governance against the financial resources available.
5. Adaptability: Whether the organization is able to adapt to changes in its environment.

Specifically, the analysis covered four governance organs (Meeting of the Parties, Management Committee, Working Groups & Task Forces, and the Secretariat).

Interviewees underscored the success of the EAAFP, which over the past decade has managed to build a well-established network of waterbird and wetland conservation sites, which has great potential for expansion; to provide access to information and knowledge on migratory waterbird conservation to influence decision-making; and to provide access to capacity building opportunities.

The review identified eight main governance challenges:

1. The informal and voluntary nature of the Partnership poses a challenge in terms of financing and political support at the national and site levels.
2. The current organization structure is inadequate to support the delivery of the Partnership's goal and objectives.
3. Lack of a rigorous framework to review and monitor the delivery of the Objectives linked to the Implementation Strategy 2012 – 2017 does not to allow the Partnership to assess the impacts of the Strategy.
4. The format for the Meeting of Partners (MoP) does not promote effective dialogue and sharing between Partners, and does not focus enough on setting and agreeing future priorities and collaborative plans.
5. The Working Group (WG) / Task Force (TF) mechanism is not being used effectively to serve the scientific and technical needs of the Partners and Flyway Sites Network.
6. The Secretariat is not sufficiently proactive in terms of catalysing, coordinating, and communicating information on the work of the Partners across the flyway.
7. Waterbird and wetland conservation issues are not mainstreamed into development decisions and institutions at the national and sub-national levels.
8. Lack of success in influencing policy and practice at the national and site level to enhance the protection and management of Flyway Sites Network and other priority waterbird sites.

The following paragraphs explore and propose a way forward for each of these challenges.

Governance challenge #1: The informal and voluntary nature of the Partnership poses a challenge in terms of financing and political support at the national and site levels.

The EAAFP is a WSSD (World Summit on Sustainable Development) Type II Initiative, a voluntary and informal initiative bringing together governments, inter-governmental and non-government organizations to conserve migratory waterbirds and their habitats in the Flyway for the benefit of people and biodiversity.

Type II initiatives are non-negotiated, partnership commitments by governments and other stakeholders, including business and non-governmental organisations. These voluntary, multi-stakeholder partnerships allow a number of stakeholders to contribute to agreements that are

negotiated by states, including political agreements like conventions and declarations, and is aimed at furthering sustainable development.

The advantages of WSSD Type II Initiative are[1]:

- Provides the opportunity for stakeholders from all sectors (governmental, civil society, private sector, academic) to work flexibly alongside one another as equal partners.
- May be a more attractive framework for financial support from the private sector, civil society and some governments/government agencies.
- Potentially more flexible and dynamic than legally binding agreements that require consensus decision making among governments and other partners / stakeholders.
- A partnership approach is more philosophically and politically palatable for some stakeholders than a legally binding approach.

The disadvantages are:

- Partners (especially governments) are not formally obliged to honour any undertakings given. This could be seen as undermining long-term commitment, particularly from governments when there is a change of administration.
- Implementation is not mandatory.
- Accountability may be unclear.
- Governmental partners may be overly reliant on non-government/private-sector partners and neglect their own responsibilities for action.

An online search revealed only one assessment on the functioning of Type II organizations since the WSSD in Johannesburg 2002[2]. The authors note that, on balance, the partnerships that emerged at the WSSD are supply-driven (by what powerful actors have to offer) rather than demand-driven (by what is needed to fill key implementation gaps), and that they reflect ongoing implementation efforts more than new ideas for bridging core implementation gaps. Their report concludes, "The promise of relying on partnerships to support a transition to 'outcome-based' decision making will fall flat unless a mechanism can be found to steer the partnership activity in a more demand-driven direction."

The assessment also revealed that while partnerships are expected to have a comparative advantage in broadening the centres of influence and empowering weaker or non-traditional stakeholders in the international arena, the empirical record shows that the partnership enthusiasm and leadership of such groups remain limited. Only a small share of partnerships is led by lower- and middle-income governments (6.1 per cent), by industry (3.0 per cent), or by local

[1] A Review of Migratory Bird Flyways and Priorities for Management CMS Technical Series Publication No. 27 at http://www.cms.int/en/publication/review-migratory-bird-flyways-and-priorities-management

[2] Franchising Global Governance: Making Sense of the Johannesburg Type II Partnerships at https://www.researchgate.net/publication/255626870_Franchising_Global_Governance_Making_Sense_of_the_Johannesburg_Type_II_Partnerships

governments (2.6 per cent). The review revealed that only a small portion of the registered partnerships involve all significant stakeholders - only 14 of the 231 (6 per cent) partnerships examined in their study consist of all of the major categories - rich and poor countries, international organizations, NGOs, and industry. It also shows that it is as yet unclear whether there is sufficient interest by governments - the actors that still, for the most part, dominate international governance systems - to bind more closely intergovernmental and multi-stakeholder types of outcomes.

This review recommends that the informal and voluntary nature of the Partnership be retained, and that the Partners consider adopting some formal obligations, e.g. in terms of financing for the EAAFP. This is something that should be discussed and negotiated by the Partners, preferably in the form of a proposal to the MoP.

Financial and political support at the national level: 55% of the Government Partners (primarily from the developing countries) commented that financing and political support for actions at the national and sub-national levels is limited. This was more often than not attributed to the fact that the EAAFP is not considered to be on par with the global biodiversity-related agreements – both multilateral and bilateral – that are more formal and binding in nature.

This review argues that it is not so much a case of 'formal versus informal' as it is the perceived value of the Partnership in the mind of its target 'consumers' (i.e. the agencies / organizations / individuals tasked to deliver the conservation of migratory waterbird species and their habitats). Such consumers include national and local governments, the development and economic sectors at the national level, regional economic development agencies and political groupings, and development assistance agencies, to name a few). The value of the EAAFP is defined by the extent to which the Partnership is able to satisfy its consumers' needs and wants related to the conservation of waterbird species and habitats.

The EAAFP can lay claim to many successes. Over the past decade it has managed to build a well-established network of waterbird and wetland conservation sites (i.e. the Flyway Sites Network), and to provide a means for a wide range of people to connect, collaborate and communicate across the flyway; both of these have great potential for expansion. It has also succeeded in harnessing specialist information and knowledge on migratory waterbird species and habitats.

These 'products' are what <u>should</u> define the EAAFP in the mind of its consumers. However, the challenge remains to market these EAAFP 'products' in a strategic manner in terms of what the Partnership can deliver e.g. policy/advocacy, communications and technical actions. This can be done through strategic collaborations with its target consumers, and through the implementation of well-funded flyway-scale projects, campaigns and events that demonstrate the ability of the Partnership to link countries, sites and people.

Benefits to Partners: The survey questionnaire listed 6 benefits to joining the EAAFP drawn from the information on the EAAFP website, namely, (a) Recognition through engagement in a highly regarded international initiative; (b) Access to a network of wetland and waterbird specialists; (c) Opportunities to engage with flyway site managers to share information and expertise; (d) Opportunities to access international and national funding; (e) Access to information and knowledge on migratory waterbird conservation; and (f) Access to capacity development opportunities. Respondents were asked to indicate the benefits that they had received through their involvement in the Partnership. Table 2 below reveals that 90% of the Partners have enjoyed access to the networks of specialists, and to information and knowledge on migratory waterbird conservation. The benefits that they least enjoyed were opportunities to access to international and national funding, and access to capacity development opportunities.

Table 2: Benefits accrued to Partners through their involvement in the EAAFP

BENEFITS	PARTNERS (%)
Access to a network of wetland and waterbird specialists	90
Access to information and knowledge on migratory waterbird conservation	90
Recognition through engagement in a highly regarded international initiative	73
Opportunities to engage with flyway site managers to share information and expertise	64
Access to capacity development opportunities	46
Opportunities to access international and national funding	18

Role of Partners: Interviews with individual Government Partners revealed that some see their primary role as being the focal point at the national level for the Partnership. However, their actions are largely limited to their scope of work within their own agency/department. There is little regular engagement with the sites, save for reporting purposes, because these tend to be the purview of the local governments and/or environment-related agencies on-the-ground. IGO and INGO Partners tend to take a broader view of their role within the Partnership but it is unclear as to the extent that the goal and priorities of the Partnership have been integrated into their institutional frameworks.

Membership: On average, most of the respondents believe that the current membership categories should be retained. Several suggested alternative avenues that could be developed to engage with a wider audience, for example, by engaging local NGOs, local governments, local businesses, and academia particularly in and around the Flyway Network Sites. One respondent commented, "If each country has good national partnership within their countries, it could be solved and more efficient and effective."

This review concurs with the suggestion that the current membership categories be retained and suggests that more emphasis be placed on promoting and supporting the establishment of national

partnerships, as proposed under Governance Challenge #7 below. It further suggests these national partnerships be tasked to engage with the business sector at the national and local levels, and particularly those that are located in and around the Flyway Network Sites.

Currently, the balance between the different categories of membership is 50% government organizations, relevant MEAs (IGOs), and the rest comprise INGOs. This review suggests that the current balance, with government organizations making up the bulk of members, is necessary to secure the conservation of critical migratory waterbird species and sites, with support provided by the IGOs and INGOs. Securing the conservation of critical migratory waterbird species and sites is of utmost importance as it is the core mission of the EAAFP. Going forward, this balance can be redressed by attracting more business sector partners. This will provide the means for the Partnership to engage actively with the economic and development sectors. In this regard, the role of the business partners will be to facilitate the inclusion of migratory waterbird conservation into the economic and development agendas at the national level.

The Way Forward

Going forward, the focus should be on defining and communicating the EAAFP's strategic position in the sustainable development agenda as a means to enhance its profile and more importantly, to enhance the value of the Partnership in the minds of its consumers. The most cost-efficient and cost-effective approach to this would be to leverage existing frameworks and mechanisms that have been established to facilitate sustainable development.

The Sustainable Development Goals (SDGs)[3] adopted by the United Nations in September 2015 presents a very timely opportunity for the EAAFP to position itself to play a key role in supporting the implementation of the SDGs. Two of the 17 SDG Goals, and four of the 169 Targets speak directly to the objectives of the EAAFP:

Goal 6. Ensure availability and sustainable management of water and sanitation for all

Target 6.6: By 2020, protect and restore water-related ecosystems, including mountains, forests, wetlands, rivers, aquifers and lakes.

Goal 15. Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss

Target 15.1: By 2020, ensure the conservation, restoration and sustainable use of terrestrial and inland freshwater ecosystems and their services, in particular forests, wetlands, mountains and drylands, in line with obligations under international agreements.

[3] Sustainable Development Goals at http://www.un.org/sustainabledevelopment/sustainable-development-goals/

Target 15.5: Take urgent and significant action to reduce the degradation of natural habitats, halt the loss of biodiversity and, by 2020, protect and prevent the extinction of threatened species. Target 15.9: By 2020, integrate ecosystem and biodiversity values into national and sub-national planning, development processes, poverty reduction strategies and accounts.

The EAAFP counts seven Intergovernmental Organizations (IGOs) among its membership - Convention on Migratory Species, Convention on Wetlands, Ramsar Regional Center – East Asia, Food and Agriculture Organisation of the United Nations, Conservation of Arctic Flora and Fauna, Convention on Biological Diversity, and ASEAN Centre for Biodiversity. The EAAFP Secretariat should partner with its IGO Partners to prepare and position itself to play a key role in supporting the implementation of the SDGs through their processes.

EAAFP & the Ramsar Convention: As a Ramsar Regional Initiative, the EAAFP has the means to engage directly with wetland stakeholders at the national and sub-national levels, and *inter alia* to influence decision-making, e.g. on the management of critical waterbird sites, financing, and the inclusion of critical waterbird sites on the Ramsar List. Active engagement at the national and site levels under the banner of the Ramsar Convention will help to raise the profile of the EAAFP. The EAAFP Secretariat should work more closely with the Ramsar Convention Secretariat to determine how it can best capitalize on this, e.g. to encourage EAAFP Partners and Ramsar Focal Points to organize joint events in conjunction with World Wetlands Day & World Migratory Bird Day (as called for in the CMS-Ramsar Joint Work Plan 2015-2017[4]); to advocate for migratory waterbird conservation to be reflected in national policy and planning frameworks; and to produce joint communications materials to promote the conservation of critical wetland habitats and waterbird species.

EAAFP & the Convention on Migratory Species: The EAAFP should also work more strategically with the Convention on Migratory Species (CMS). The CMS *Strategic Plan for Migratory Species 2015-2023*[5] adopted by the Conference of the Parties at its 11th Meeting (Quito, 4-9 November 2014) calls for a broad range of actions, many of which have direct relevance to the conservation of migratory waterbird species and habitats. As part of the process of developing the EAAFP Strategy 2017 – 2021, the EAAFP Secretariat should engage proactively with the CMS Secretariat to identify ways to leverage the CMS Strategic Plan 2015 – 2023 to deliver the Partnership's intended outcomes.

The Aichi Biodiversity Targets in the Convention on Biological Diversity (CBD)'s Strategic Plan for Biodiversity 2011-2020 is another mechanism through which the EAAFP can define its strategic

[4] CMS-Ramsar Joint Work Plan 2015-2017 at http://www.cms.int/sites/default/files/document/Doc_18_3_CMS_Ramsar_JWP%2015-17_0.pdf
[5] CMS Strategic Plan for Migratory Species 2015-2023 at http://www.cms.int/sites/default/files/document/Res_11_02_Strategic_Plan_for_MS_2015_2023_E_0.pdf

position in the sustainable development agenda. The five Strategic Goals speak directly to the objectives of the EAAFP.

Aichi Biodiversity Targets[6]
Strategic Goal A: Address the underlying causes of biodiversity loss by mainstreaming biodiversity across government and society
Strategic Goal B: Reduce the direct pressures on biodiversity and promote sustainable use
Strategic Goal C: To improve the status of biodiversity by safeguarding ecosystems, species and genetic diversity
Strategic Goal D: Enhance the benefits to all from biodiversity and ecosystem services
Strategic Goal E: Enhance implementation through participatory planning, knowledge management and capacity building

Decision XII/19 of the CBD COP12 reads, "Emphasizing the critical importance of coastal wetlands for biodiversity and ecosystem functions and services, in particular for migratory bird species, sustainable livelihoods, climate change adaptation and disaster risk reduction, invites Parties to give due attention to the conservation and restoration of coastal wetlands, and, in this context, welcomes the work of the Ramsar convention and other initiatives that support the conservation and restoration of coastal wetlands including options to build a Caring for Coasts Initiative, as part of a global movement to restore coastal wetlands."

It is envisaged that the emerging Caring for Coasts Initiative will have three main components:

1. Document and share case studies and lessons learned and develop best-practice guidelines for coastal wetland restoration and recovery.
2. Provide technical support to Partners and make available tools and methods for use by local and national decision makers in assessing costs and benefits of different coastal wetland restoration options in relation to local sustainable development of coastal wetlands, including identifying and assessing coastal wetland ecosystems services such as for natural solutions for disaster risk reduction and livelihoods.
3. National-led identification of priority coastal wetland areas for protection and for undertaking restoration.

EAAFP is one of the founding partners of 'Caring for Coasts' and played a significant role in its adoption at the CBD COP12. It has also been involved in developing a flyway EBSA, integrating migratory waterbirds into Target 11 and training under Sustainable Oceans Initiative, all with CBD. The EAAFP should continue to seek opportunities to leverage actions under this international initiative to protect and restore coastal wetlands for the benefits they bring in disaster risk reduction, maintaining local livelihood, biodiversity conservation, climate change resilience, blue

[6] Aichi Biodiversity Targets at https://www.cbd.int/sp/targets/

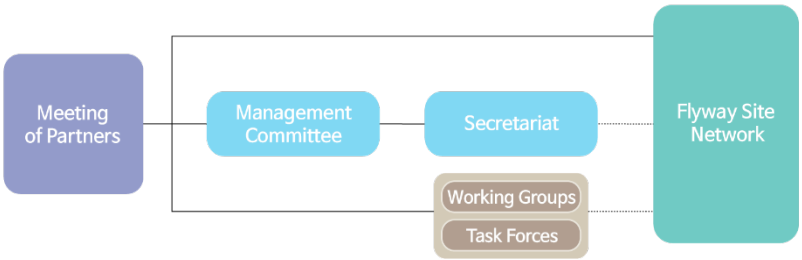
carbon source, and overall sustainable development, and to extend this to include, and benefit, its Partners at the regional and national levels.

Finally, the establishment of the Board of Advisors proposed as part of the revision of the organization structure will help to raise the profile of the EAAFP among key influencers in the Asia-Pacific region.

Implementing the actions above will eventually contribute to building the EAAFP 'Brand' i.e. the means by which the EAAFP can define the 'niche market' for its products and services and create a confidence in the minds of its current and potential consumers that the organization or its product/service is the unique solution to their challenge/problem. The WWF Brand Book[7] is a good example of organizational branding. A partnership-based international organization like the EAAFP will find it particularly useful to build its brand around its mission, values, and strategy, leaving it to its Partners represent these ideas in their own way.

Governance challenge #2: The current organization structure is inadequate to support the delivery of the Partnership's goal and objectives.

Figure 1: Current EAAFP Organization Structure



Organizational structures reflect the level of growth, or stage, of the organization.

At least four levels of organizational growth are recognized[8]:

- Emergent — organizations at the beginning stages with fragile management, few systems, and limited resources.
- Launch or growth — organizations which have stabilized their structures, decided on their program or service mix, and are, therefore, ready to expand.
- Consolidation – organizations which have determined a strategic focus, strengthened systems, increased efficiency, and made progress toward greater sustainability.

[7] WWF Brand Book at http://wwf.panda.org/wwf_news/?207908
[8] http://www2.pathfinder.org/site/DocServer/Organizational_Structure.complete.pdf?docID=323

- Mature — self-sufficient organizations which have the ability to effectively manage and adjust mission, strategy, structure, and systems in response to internal and external trends and challenges.

This review suggests that the EAAFP is at the 'launch or growth level', as defined by the following characteristics:

- Organization has expanded.
- Established functional or programme units.
- Organization chart exists but does not reflect actual structure.
- Records, reports designed primarily to satisfy its constituents and to meet donor requirements.
- Income limited.
- Supervisors do not regularly plan, report.
- Community outreach is sporadic; no structures exist to ensure it is systematic.
- Increased reliance on external (donor) resources.

The current EAAFP organisation model works with the Meeting of Partners providing the main mechanism for reporting, interaction and decision making. The bulk of the scientific and technical work is devolved to the Task Forces and Working Groups which are voluntary in nature, largely self-funded, and report only to the MoP. The Secretariat provides communication and administrative services, overseen by the Secretariat Management Committee, which meets infrequently.

The current structure has several limitations:

1. It is too simplistic and leaves too much to be inferred especially in terms of processes, responsibilities, and liability.
2. It lacks advisory and oversight mechanisms to monitor, assess (including assessing risk) and respond to issues related to:
    - The planning, management and implementation of actions during the intersessional period between MoPs, including the implementation of decisions taken at the MoP and the delivery of the Implementation Strategy.
    - The work of the Working Groups and Task Forces (that currently only report to the MoP).
    - Emerging technical and other issues, beyond the mandate of Working Groups and Task Forces and that may need action.

The Way Forward

This review proposes a revision of the EAAFP organization structure for the following primary reasons:

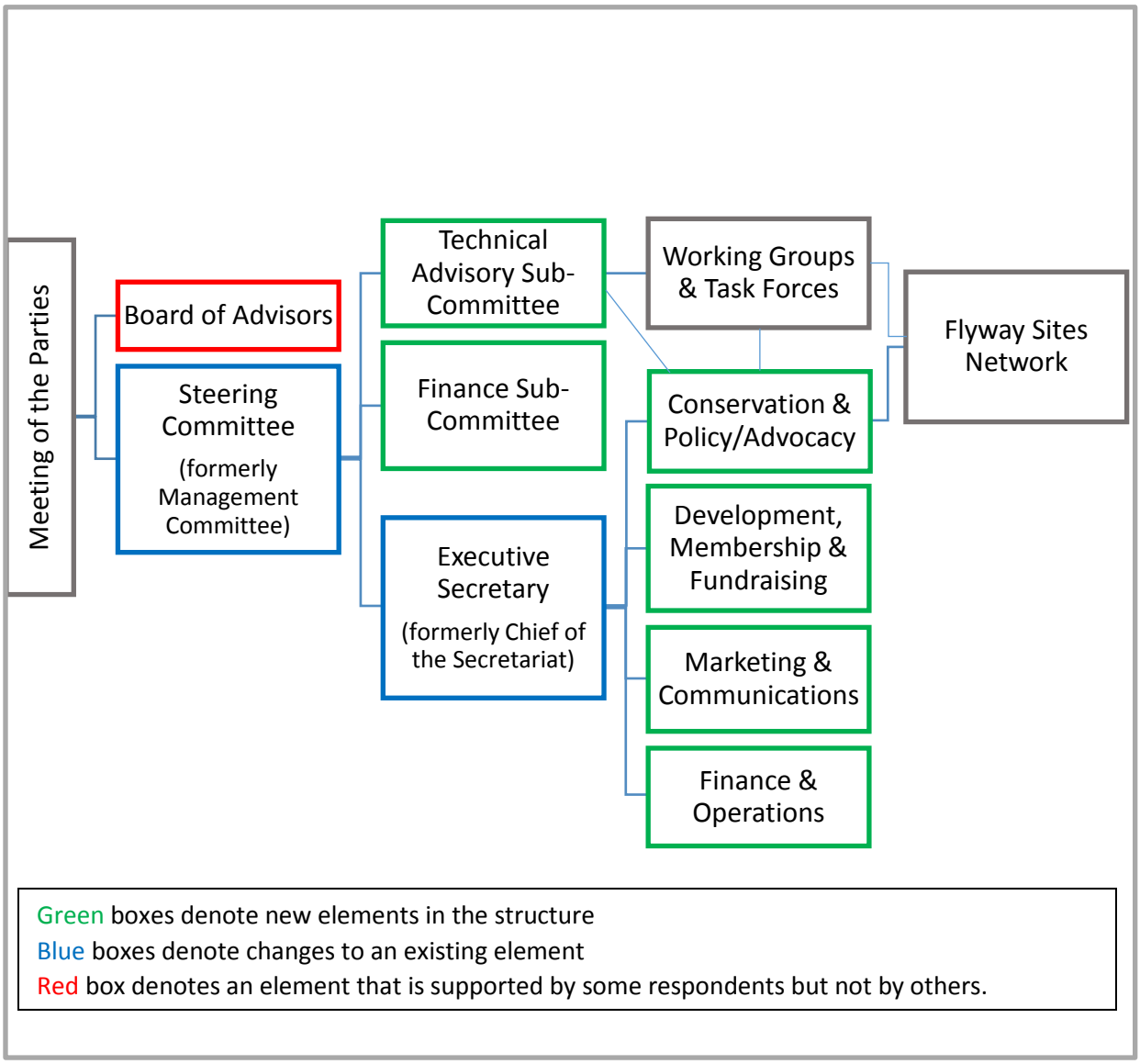
- The EAAFP is faced with an increasingly competitive external environment that will force it to change its programmatic focus and/or to pursue a new niche. The organization structure has to

be robust enough to be able to anticipate, prepare for, and respond and adapt to incremental change and sudden disruptions in order to survive and prosper (defined as "organisational resilience").

- The EAAFP is currently in its 'growth' stage, i.e. the stage at which the organization has stabilized its structure, and decided on its program or service mix, and is, therefore, ready to expand. The current structure does not reflect this.

The proposed organization structure (see Figure 2 below) has been developed to enable the EAAFP to move into the 'consolidation' phase in its evolution to becoming a 'mature' organization.

Figure 2: Proposed Organization Structure for the EAAFP



The top management of the EAAFP consists of two entities - the Meeting of the Parties and the Steering Committee.

1. The **Meeting of the Parties** (MoP) is the ultimate decision-making body of the EAAFP. MoPs are convened biannually, and attended by Partners, members of the Advisory Board, the Steering Committee, the Technical Advisory Group, and the Secretariat. At the MoP, Partners meet to report against the Implementation Strategy, respond to emerging issues and priorities, and discuss future collaboration. The members of the Steering Committee are elected by the Partners at every other MoP, i.e. they serve for four years.

2. The **Steering Committee** [9](SC) oversees the Partnership's affairs and the activities of the Secretariat. It represents the MoP between its two-yearly meetings, within the framework of the decisions made by the MoP. It provides strategic oversight in the development, planning and implementation of the work of the Partnership, including the development and approval of budgets, and annual plans. The SC also supervises the Executive Secretary. SC members are expected to champion the EAAFP's cause, and to represent the organization to the larger community. The SC oversees the work of the **Technical Advisory Sub-Committee** and **Finance Sub-Committee**, and convenes other working groups/sub-committees, as needed. The members of the SC are elected by the Partners, balanced to represent the sub-regions across the flyway and the membership categories; the SC is headed by a Chair and supported by a Vice-Chair. The SC will comprise no more than 10 members. The SC will meet at least once a year. The Executive Secretary serves as an *ex-officio* member of the SC. It may be worth considering whether an independent Chair (not a Partner) may be an advantage to ensure that the SC meets regularly.

3. The **Board of Advisors** (BA) performs a vital role as ambassadors, conservationists, fundraisers and advisors for the EAAFP. These Advisors comprise influential individuals not linked to the EAAFP membership. Their responsibilities include advising on strategic issues, assisting in setting goals, enhancing awareness about the EAAFP and, importantly, subjecting the work of the EAAFP to additional critical thinking. The members of the BA are appointed by the Steering Committee, in consultation with the Executive Secretary, and will comprise no more than 5 members at any one time. *Note: This element is supported by some respondents but not by others. This review proposes that the Partners take a decision on this.*

4. The **Technical Advisory Sub-Committee** (TAG) is responsible to provide scientific and technical oversight for the Working Groups and Task Forces and the Conservation and Policy/Advocacy Unit within the Secretariat. The Group comprises no more than 10 members, balanced for scientific and technical expertise: 6 scientific experts and 4 technical experts (1 each for communications and policy, and 2 representing the Flyway Sites Network). To advance

[9] In the rest of this report, the term 'Steering Committee' is used to denote the existing 'Management Committee'.

in its work, the TAG will develop collaborative partnerships with the EAAFP Partners, primarily its International Non-Government Organisations, Inter-Governmental Organisations and the international business sector Partners to translate the Partnership's objectives into their own agendas. It will also work with expert organizations, and regional organizations, where possible and feasible, to advance the implementation of the objectives of the EAAFP. The TAG will meet immediately prior to each MoP to review emerging scientific and technical issues and to identify priority areas of work, and will present their report to the MoP. Intersessionally, the TAG will work to identify emerging technical and other issues, beyond the mandate of the Working Groups and Task Forces, and that may need action, and work with the Conservation and Policy/Advocacy Unit to address these issues.

5. The **Finance Sub-Committee** is primarily responsible to provide financial oversight for the Partnership and to set long-term financial goals for the organization. This Sub-Committee will work with the Executive Secretary and the Finance and Operations Manager to determine the financial implications of each 5-year Implementation Strategy and plot them into a multi-year operational budget to support the implementation of the Strategy. The Sub-Committee will work closely with the Development, Membership and Fundraising Unit to develop and test a suite of long-term sustainable financing options to support the delivery of the EAAFP's goal and objectives. The Finance Sub-Committee reviews and recommends the annual operating budget for the Partnership for approval by the Steering Committee, and assesses progress towards achieving the long-term sustainable financing goals. The Finance Sub-Committee will comprise no more than 7 members, including the Chair of the Steering Committee. The Executive Secretary will serve as an *ex-officio* member of the Sub-Committee. As needed, the Sub-Committee may identify individuals, for example, individuals on the Board of Advisors, who can add valuable expertise to the committee. The current Finance Committee established at MoP8 is addressing many of the financially-related matters and could quite easily morph into this Sub-committee.

   Membership in the Board of Advisors, the Steering Committee, the Technical Advisory Group, and the Finance Sub-Committee is voluntary and non-remunerative.

6. The **Executive Secretary** is responsible for the overall direction in which the organization moves, and for managing the day-to-day activities of the Secretariat. He/she is an *ex-officio* member of the Steering Committee and the Finance Sub-Committee. He/she reports to the Chair of the Steering Committee. The Secretariat's role is to facilitate the effective communication and coordination of the Partnership and to coordinate activities across the Flyway.

7. **Secretariat staff** are responsible for the day-to-day functioning, and implementation of its programmes and projects. They report to the Executive Secretary. Staff members fall into four units - responsible for activities related to (1) finance and operations, (2) conservation and

policy/advocacy (3) marketing and communications and (4) development, membership and fundraising. Each of these groups will be headed by a Manager.

- The **Conservation and Policy/Advocacy** Manager leads the development and management of flyway-wide conservation and policy/advocacy programmes and projects, including the expansion of the Flyway Sites Network (FSN). He/she will engage with the IGO and INGO Partners to identify opportunities to advance conservation and policy/advocacy through their platforms (e.g. through decisions taken at the Meetings of Partners, and cooperation with their scientific and technical bodies, where these exist). This is the main component of the EAAFP's activities, and forms its structural core. National Partners take responsibility for EAAFP action in their own states, working in partnership with INGO Partners and other organizations in their country. The Manager may be assisted by a Science and Policy Officer, a FSN Officer, and Project Assistants depending on the number and size of the programmes or projects implemented by the Secretariat. Short-term external consultants, who provide specific services for projects, or field staff who are hired to implement projects, also fall under this section. The Conservation and Policy/Advocacy Manager works closely with the Technical Advisory Group, and as needed, with the relevant Working Groups and Task Forces.
- The **Marketing and Communications** Manager is responsible for all aspects related to marketing and communications. He/she may be assisted by other staff members such as a Public Relations Officer, a Publications Officer, or a Web/Social Media Officer. The Public Relations Officer works closely with the Conservation and Policy/Advocacy Manager to publicize the EAAFP's activities and to build a "brand" for the Partnership. The Publications Officer will work with the Public Relations and Web/Social media Officers to ensure that the organization's publications are disseminated widely and in a timely manner. The Marketing and Communications Manager works closely with the Conservation and Policy/Advocacy unit and the Development, Membership and Fundraising unit.
- The **Finance and Operations** Manager also serves as the Deputy Executive Secretary. He/she may have several staff members assisting him/her, including a Finance Officer and an Administrative Officer. Besides the financial management of the organization, he/she will work closely with the Finance Sub-Committee and those responsible for the Development, Membership and Fundraising unit within the Secretariat.
- The **Development, Membership and Fundraising** Manager is responsible for all aspects related to raising money, including pursuing and obtaining funds from foundations, corporations, individuals, and government sources. He/she may be assisted by other staff members such as a Membership Officer, and a Fundraising Officer. He/she will work closely with the Finance Sub-Committee, the Executive Secretary, and the Finance and Operations Manager.

The staff positions and responsibilities outlined above are not fixed; shared/related responsibilities can be held by one person. For example, the related responsibilities of the Publications Officer and

Web/Social Media Officer can be handled by the same staff member. Similarly, the related responsibilities of the Science and Policy Officer and the Flyway Network Site Officer can be handled by the same staff member.

Table 3 below proposes that the transition from the current organization structure to the proposed structure be implemented in stages as part of the Implementation Strategy 2017 – 2021.

Table 3: Proposed process to transition from the current to the proposed organization structure

Timeframe	Action	Result
2017 - 2018	Redefine the role and responsibilities of the Secretariat	The Secretariat is more effective in serving the needs of the Partners.
2018 - 2019	Transition from the Management Committee to Steering Committee	At MoP10, Partners elect representatives to serve on the Steering Committee.
2019 – 2021	Establish the Technical Advisory Group	Technical and scientific oversight for the organization's work.
	Establish the Board of Advisors (Partners to decide)	The Board of Advisors help to raise the profile of the organization, raise funds, and to connect with other influencers.

The organizational structure itself may change over time, depending on the changing needs and wants of the Partnership, and the resources available. A review of the effectiveness of the organizational structure should be conducted as part of the review of the Implementation Strategy 2012 – 2016 and the findings reported to the Partners at MoP11.

Finally, this review proposes that the 'Secretariat Management Committee' evolve into the 'Steering Committee' to reflect its enhanced role in the development and management of the Partnership intersessionally between the MoPs, and that the position of 'Chief Executive' be renamed 'Executive Secretary' to make it more consistent with the terminology used by the formal multilateral agreements.

Governance challenge #3: Lack of a rigorous framework to review and monitor the delivery of the Objectives linked to the Implementation Strategy 2012 – 2017 does not to allow the Partnership to assess the impacts of the Strategy.

The Implementation Strategy is the Partnership's most important work- and results-planning document and has influence across all of its activities. It is also the basis for the annual work plans of the EAAFP Secretariat, and provides the structure for the Partner reports.

The five Objectives in the Implementation Strategy 2012-2016 speak directly to the objectives of the EAAFP and therefore reflect the core priorities of the Partnership. In sum, the actions listed under each of the 11 Outcomes will contribute to enhancing the knowledge base, governance structures, management capacity, and communications, and providing guidance and promoting collaborations between Parties.

Given that the Strategy emphasises the importance of a collaborative approach towards the implementation of actions, involving several partners at different levels of organisation (site, national and international), it is vital that the distinction between national government responsibilities, including funding for domestic level actions, and the role of the EAAFP be kept clear: EAAFP-led actions should involve international collaboration, and international technical support for national actions at designated FSN sites and where benefits of intervention will have flyway-wide application; and actions that are essentially domestic responsibilities should be led by the Government Partners, with assistance from IGO and INGO Partners, and other relevant organizations. As necessary, Government and other Partners can seek advice and assistance from the EAAFP, particularly with regards enhancing regional collaboration, and capacity building.

Between the MoPs, the responsibility to monitor the implementation of the Strategy rests with the Management Committee. However, the Committee has not met regularly since the MoP8.

At MoP5 in 2011, a Task Force was established to conduct a review of the EAAFP's first Implementation Strategy 2007-2011. The review recommended the use of "Key Result Areas" (KRAs) to replace the previous system of "guidance points" as KRAs are more action-oriented and measurable. The Implementation Strategy 2012 – 2017 has KRAs for each of the Outcomes. These provide direction by setting measurable targets to be achieved within the reporting period, while still allowing some flexibility in implementation. It should be possible to use these KRAs as indicators to measure progress towards achieving each Outcome.

At MoP8, the Secretariat staff presented a series of presentations on progress towards achieving the Objectives in the Implementation Strategy, but there was no consolidated analysis of overall progress towards delivering the Strategy. Similarly, the Partner Reports, while informative, did little to provide a means to assess progress towards delivering the Strategy.

The Way Forward

The distinction between national government responsibilities and those of the EAAFP should be clearly defined in the Implementation Strategy 2017 – 2021.

Governance challenge #6 below recommends that, in conjunction with each MoP, the Secretariat undertake/commission a flyway-wide situation analysis (a 'State of the EAA Flyway Report'), and make this information available to EAAFP Partners in advance of each MoP to advise their

deliberations. Depending on the framework for this situation analysis, the Report could potentially serve as one of the source documents for MoP9 to assess progress towards delivering the Implementation Strategy 2012 – 2017, to guide revisions to the Partner Report format to capture information for the 'State of the EAA Flyway Report', and to inform the agenda for the MoP.

Governance challenge #4: The format for the Meeting of Partners (MoP) does not promote effective dialogue and sharing between Partners, and does not focus enough on setting and agreeing future priorities and collaborative plans.

In the early years, the MoPs ran for between two and four days; MoP8 in early 2015 ran for just over 5 days. A review of the MoP8 programme revealed that much of the time was taken up by individual reports from Partners and the Working Groups and Task Forces. Many survey respondents commented that too much time was spent on reporting and that this took away from time that should have been allocated for dialogue and sharing between Partners, the Working Groups and Task Forces, and the Secretariat. More importantly, there was insufficient time allocated in the agenda for Partners to discuss and agree future priorities and to explore the potential for collaborative, and flyway-wide, actions. It would be of considerable benefit if the Secretariat provided a more structured and guided approach to the holding of the MoPs and a clearer tighter agenda and work program that includes a clear statement of expected outcomes. Any significant issues that require a decision by the MoP should be included in a section of the agenda that quite clearly spells out the specific action required from Partners.

The Way Forward

On Reporting: Reports from Partners and the WGs and TFs should be submitted to the Secretariat well in advance of the MoP (and made available online, if possible) to avoid what one survey respondent called 'reporting fatigue' at the MoP. The Secretariat will review the Partner Reports and prepare a Summary Report that captures the status and trends across the flyway, identifies opportunities and weaknesses, and recommends responses. This Summary Report should be sent to the Partners in advance of the MoP so they can consult with partners at the national level to discuss and agree response options. One member of the Secretariat staff should be tasked to ensure that all partners are committed to submitting their reports within the set deadlines to enable synthesis by the Secretariat and the review of the Summary Report by Partners in advance of the MoP. It may help if the Secretariat provides more guidance to partners about what is required in the reports, especially for non-English speaking partners. This needs to be balanced with the desirability of allowing partners to showcase what they are doing or alternatively to put before other Partners issues/problems that they may be having. It is also critical to acknowledge that many Partners are not natural English speakers and the conduct of MoPs in English poses significant problems for many. Finally, the development of national partnership plans would certainly help in terms of reporting on implementation of actions.

On the MoP agenda: The MoP9 agenda should focus on providing more opportunities for discussion between Partners and other organizations represented at the MoP on 1) Emerging and priority issues, and responses; 2) Progress towards delivering the Implementation Strategy, and responses; and 3) Future priorities (blue-sky thinking session); 4) Outcomes of the meetings of biodiversity-related multilateral and bilateral agreements/treaties (e.g. CBD, Ramsar, CMS, UNFCCC) and other developments of relevance to the EAAFP, and responses; 5) the Summary Report and responses; 6) Financial and Administrative Matters; and 7) Institutional arrangements.

Governance challenge #5: The Working Group (WG) / Task Force (TF) mechanism is not being used effectively to serve the scientific and technical needs of the Partners and Flyway Sites Network.

The importance of good scientific information for sound environmental decision-making is widely accepted. However, linking scientific research to the decision-making process is no easy matter. Policy-makers' needs for applied findings and best judgment typically clash with scientists' pursuit of basic research and statistical significance.

Within the EAAFP framework, the role of the Working Groups and Task Forces are as follows:

- Working Groups advise and support implementation of the Flyway Partnership work plan.
- Task Forces are established to address issues raised during the Meetings of Partners.

By their definition, these two organs primarily serve the scientific and technical needs of the organization, i.e. they serve an internal need. It is important to bear in mind that these services are currently all voluntary and that the time committed by the individual experts is not funded.

One of the key successes of the EAAFP, as noted by many of the survey respondents, is that it has succeeded in harnessing specialist information and knowledge on migratory waterbird species and habitats. The credit for this goes to the Working Groups and Task Forces. However, no mechanism exists to translate this specialist information to provide decision-makers and practitioners with authoritative and timely information on the causes and consequences of changes in the status of waterbirds and priority waterbird sites and more importantly, on response options, i.e. it does not serve the needs and wants of its consumer base. This links back to the discussion under Governance challenge #1 above, about the perceived value of the EAAFP.

The survey respondents noted that the existing Working Groups and Task Forces work fairly independently; some are more active than others; they receive limited support from the Secretariat; they are poorly funded, if at all; have limited engagement with the EAAFP Partners and other stakeholders in the areas that they work in; and the information and learning generated through their work is not made available to Partners in a timely manner.

The review of the Implementation Strategy 2006 – 2011 highlighted the need for more effective integration of the WGs/TFs into the EAAFP's planning and reporting processes, including supporting the identification, prioritization and nomination of internationally important sites in the flyway for different waterbird groups, addressing knowledge gaps through survey and monitoring activities and capacity building. This is included in the current Implementation Strategy, and all the seven WGs and six TFs presented reports at MoP8.

The Way Forward

This review proposes the establishment of a Technical Advisory Sub-Committee under the Steering Committee to provide oversight for the Working Groups and Task Forces. This Committee will review the operational process and mechanisms for the Working Groups and Task Forces, and recommend improvements, if and where needed. The Sub-Committee should be tasked to explore ways to strengthen the role of the WGs and TFs and make clear how they are required to deliver on scientific and technical requirements.

Governance challenge #6: The Secretariat is not sufficiently proactive in terms of catalysing, coordinating, and communicating information on the work of the Partners across the flyway.

The Secretariat for any organization plays a significant role in ensuring that the organization delivers on its mission, goals and objectives. The Secretariat also acts as an information clearing house and monitors the implementation of policies/decisions handed down by the governing body of an organization.

The EAAFP website defines the role of the Secretariat as follows: "…. performs many administrative functions. However, it may provide some coordinating services or give technical support to some project activities, at the international (flyway) level, as a component of its work."

Survey respondents suggest that the EAAFP Secretariat has to play a much stronger supporting role in the governance of the EAAFP, for example,

- To provide coordinating services, e.g. to facilitate collaborations between member countries and between sites.
- To focus on policy/advocacy actions across the flyway.
- To develop flyway-wide programmes and projects to raise the profile of the EAAFP.
- To fundraise for the Secretariat and for flyway-wide programmes and projects.
- In conjunction with each MoP, to undertake/commission a flyway-wide situation analysis (a 'State of the EAAF Report'), and make this information available to EAAFP Partners in advance of each MoP, to advise their deliberations. Note: The format of the Partner Report may have to be revised to capture the information needed for the State of the EAA Flyway Report.

- Engage effectively with regional political, technical, development, and economic organizations to influence their agendas and to identify opportunities for Partners to tap into available resources and expertise, and make this information available to Partners in a timely manner.

One major limitation currently is the size of the Secretariat; at the time of this review, the Secretariat has six full-time staff and three interns. Additionally, the existing Secretariat staff may not have the capacity to deal with e.g. policy/advocacy and fundraising, and lack the experience to engage effectively with regional political, technical, development, and economic organizations.

The Way Forward

The Partners, in consultation with the Secretariat staff, should review the role and responsibilities of the Secretariat based on the responses from the survey about the need for the Secretariat to play a much stronger supporting role in the governance of the EAAFP. The results of the review and the decisions taken should be shared with the Partners.

The Partners, supported by the Secretariat, should seek alternative ways to address this, for example by:

- Working through its regional networks e.g. EAAFP South East Asian Network approved at MoP8.
- Working through INGO Partners in the region.
- Working through regional and national networks linked to its IGO Partners.

Governance challenge #7: Waterbird and wetland conservation issues are not mainstreamed into policy and development decisions and institutions at the national and sub-national levels.

Implementation Strategy 2012 – 2016, *Outcome 3: The ecological, social and economic values of sites of international importance for migratory waterbirds are recognized in development and impact assessment processes.*

3.1 Migratory waterbird conservation is mainstreamed into national policies, plans and programmes, facilitated by National Partnerships (i.e. national development planning recognizes the importance of migratory waterbird species and habitats/sites and requires EIA where an internationally important site would be impacted). (National: National Government Partners)

Trade-offs between economic, social and environmental priorities are the key obstacles to mainstreaming waterbird and wetlands conservation into policy and practice at the national and sub-national levels. While measures such as cross-cutting national strategies and plans linked to biodiversity, climate change, poverty reduction, water resources management, and poverty reduction are in place to support mainstreaming, competing priorities often undermine

biodiversity concerns. One main reason for this is that biodiversity is treated as a common good and therefore not the responsibility of any one sector.

All the EAAFP's Government Partners represent the biodiversity/environment sector which tends to have far less influence at the political level compared to the economic and social sectors. This is where the concept of National Partnerships come into play. A National Partnership will enable the focal government agency (linked to the partnership) to connect with national processes, such as the National Ramsar/Wetlands committee, or National Biodiversity Committees (should they exist) to strengthen national consensus for the implementation of priorities and actions agreed at the Flyway scale.

These National Partnerships need to effectively bring together the primary stakeholders who can assist to implement the actions. Potential stakeholders include: national government agencies responsible for inland and coastal/marine water management, agriculture, industry, fisheries, security, education, public works, power generation, etc. and importantly technical institutions, international and national NGOs, the development sector, international agencies and experts. While this may seem like a long list of stakeholders, being inclusive and sharing the responsibility and opportunities for collaborative action are key to implementation of an informal and voluntary cooperative framework.

However, to date, only one Partner government has a "functional" national partnership. Interviews with some of the Government Partners revealed a reluctance on their part to establish a new committee / partnership because of the manpower and costs involved; their preference was to use one of several existing environment-related platforms, e.g. the National Wetland Committee or the National Biodiversity Committee, because these multi-stakeholder committees tend to be convened at the higher levels of government and therefore, better placed to influence policy. The rule of thumb for this should be to aim for the highest level of decision-making.

The Way Forward

EAAFP Partners should capitalize on the fact that the EAAFP is a Ramsar Regional Initiative to integrate waterbird conservation priorities into decision-making and planning related to wetlands management. This can be done through National Ramsar/Wetlands Committees, where they exist, and by working with Ramsar site managers to integrate waterbird conservation priorities into, for example, Environmental Impact Assessments for development projects.

The EAAFP South East Asian Network proposed at MoP8 should work closely with sub-regional organizations such as the ASEAN Centre for Biodiversity and the Mekong River Commission (MRC) to integrate waterbird conservation priorities into their agendas. In the first instance, the Network should ensure that information about the EAAFP, priority waterbird species, and the Flyway Site Network is included in the ASEAN Clearing House Mechanism and the MRC's Data and Information

Services Portal, and updated on a regular basis. Network members should with work the relevant EAAFP Working Groups and Task Forces to develop policy briefs on issues affecting migratory waterbirds in the ASEAN region, and responses.

All the nation states along the EAAF are parties to several formal biodiversity-related treaties and agreements (primarily CBD, Ramsar, UNFCCC, and to a lesser extent, CMS). Within this context, the EAAFP can serve as an informal platform to engage with a more diverse group of stakeholders, interest groups, and individuals at the regional and national level. To capitalize on this, the EAAFP's approach to planning should be to link its actions to frameworks and decisions agreed at the 'treaty' level.

CBD Parties have defined national targets for biodiversity conservation to deliver the Aichi Targets. These provide an opportunity for the EAAFP, through its Government Partners, to integrate waterbird conservation priorities into national- and sub-national level planning and decision-making. The National biodiversity strategies and action plans (NBSAPs) are instruments for implementing the objectives of the CBD at the national level. The CBD requires countries to ensure NBSAPs mainstream biodiversity 'into the planning and activities of all those sectors whose activities can have an impact (positive and negative) on biodiversity'; this presents another avenue for the EAAFP's Government Partners to integrate waterbird conservation priorities into national-level planning and decision-making. The added advantage of this approach is that it may enable EAAFP to narrow the focus of its Implementation Strategy to a simpler and highly focused set of desired outcomes.

The Partners should activate National Partnerships either as stand-alone entities, or preferably, linked to existing multi-stakeholder committees, e.g. Ramsar/Wetlands committee, and Biodiversity Committee, where they exist.

The Secretariat should develop and disseminate case studies on mainstreaming waterbird conservation issues and priorities into policy and decision-making frameworks. Successful models within the EAAFP include:

- Republic of Korea: Biodiversity Management Contract to encourage farmers to leave crops in the farmland after harvest to provide feeding and resting habitats for a diversity of migratory birds; the local governments have adopted this scheme.
- Russia: Conservation of the Spoon-billed Sandpiper and the Swan Goose incorporated into policy and planning frameworks.
- USA: The Alaska Migratory Bird Co-Management Council engages rural residents to participate in the regulatory process to help conserve bird resources while meeting the needs of native subsistence users living in remote Alaskan villages.
- Bangladesh: Migratory waterbird conservation incorporated into the development of the Ecological Critical Areas, and the Wildlife Protection and Security Act, 2012.

- Australia: Australia's current Wildlife Conservation Plan for Migratory Shorebirds came into effect in February 2016, and was the Australian Government's the first wildlife conservation plan developed under section 285 of the Environment Protection and Biodiversity Conservation Act 1999 (EPBC Act).

Many other examples can be found within the EAAFP and in other biodiversity-related initiatives. The Secretariat's Conservation and Policy/Advocacy Unit should review successful models and develop guidance for Partners on mainstreaming waterbird conservation priorities into policy and decision-making at the national and sub-national levels. The Secretariat's Marketing and Communications Team should highlight and profile success stories as well as the benefits / outcomes achieved. This will contribute to building the "EAAFP Brand" and will appeal, in particular, to the corporate and donor world.

Governance challenge #9: Lack of success in influencing policy and practice at the national and site level to enhance the protection and management of the Flyway Sites Network and other priority waterbird sites, and species.

The need for policy makers to understand science and for scientists to understand policy processes is widely recognised. However, translating this into practice at the national and site levels remains a challenge.

In the context of evidence-to-policy, there can be only four reasons for the science – policy gap. People with the ability and authority to use good information to design their actions either:
1. Don't know – that the information exists, or what action to take, or
2. Don't understand – the information, what it means, why it is important, or
3. Don't care – see the information as irrelevant, not beneficial to their agenda, or
4. Don't agree – think the information is misguided or false.

The main challenges lie in the lack of problem-based research, poor messaging, and the failure to provide research evidence at a time when the issues it addresses is of active concern to policy makers.

The EAAFP's Working Groups and Task Forces have amassed a wealth of scientific and technical knowledge, and expertise, on migratory waterbirds and their habitats. However, this is not being translated into products that can be used to influence national-level policy decisions related to biodiversity conservation, land and water resources development, land-use planning, and other aspects of the development agenda. This needs to be addressed as a matter of urgency as it is one of the EAAFP's areas of strength.

The Way Forward

- **Policy briefs** are one way to deliver insightful and impartial analysis on current and emerging issues related to waterbird species and their habitats to decision-makers. A policy brief[10] is a concise summary of a particular issue, the policy options to deal with it, and some recommendations on the best option. It is aimed at government policymakers and others who are interested in formulating or influencing policy. Policy briefs can also be used to inform discussions and decisions at the meetings of multilateral and bilateral agreements that have similar objectives to the EAAFP. The Secretariat's Conservation and Policy/Advocacy Team should also produce both "good news" and "bad news" stories that can be fed into appropriate policy-making or decision processes.
- **Flyway-wide campaigns, and signature events** such as the World Migratory Bird Day, can generate public support and in turn, influence policy at the regional and national levels.
- **Community-based public forums**, particularly at the Flyway Site level, are one way to inform and engage a diverse range of stakeholders in a conversation about waterbird conservation, and to garner support for policy change.
- The Secretariat, and Working Groups and Task Forces should **work more closely with the IGO and INGO Partners** to integrate waterbird and wetland considerations into their policy and advocacy efforts.

3. SUSTAINABLE FINANCING REVIEW

The EAAFP's financing was assessed by considering four areas:

- The current and projected funding needs of the organization.
- The current financing sources.
- The organization of the EAAFP's fundraising effort.
- Options for future financing models that are more sustainable and diversified.

It also examined financing models used by organizations set up elsewhere to achieve similar goals.

The EAAFP is faced with financing needs at three levels:

1. **EAAFP Secretariat**: financing the core costs of running the Secretariat, including staff costs, and other administrative costs, costs related to MoP and other meetings held during the inter-sessional period between MoPs, and costs related to the provision of services to the Partners (e.g. developing communications products, maintaining the website, and networking).
2. **Delivering the EAAFP's Implementation Strategy**: financing the cost of implementing the agreed Strategy and annual work plans, and additional projects identified during the budget cycle such as capacity building activities and CEPA activities.

[10] See: https://cmsdata.iucn.org/downloads/0_policy_brief__1_final_version_english.pdf for an example of a policy brief.

3. **National level actions that contribute to the protection of waterbirds and their habitats**: financing institutions responsible for the management of Flyway Sites, capacity building for site managers, and financing national and sub-national level programmes and projects.

The review identified six main financing challenges:
1. Weak linkage between the strategic planning process and the budgeting process.
2. Increase in funding needs at the Secretariat level driven by increasing demand from the Partners coupled with a short-term funding horizon.
3. Lack of diversification in the funding base.
4. Lack of clarity in the allocation of fundraising responsibilities.
5. Unreliability of funding to support actions at flyway, regional, and national levels.

The following paragraphs explore each of these challenges in more detail.

Financial challenge #1: Weak linkage between the strategic planning process and the budgeting process.

The funding currently committed to the Implementation Strategy 2012 – 2016 is insufficient to enable the organization as a whole to successfully deliver the Strategy; it is not likely that the shortfall in funding can be met in time to ensure the delivery of the Strategy in its entirety. A large part of the problem lies in the fact that the development of the current Implementation Strategy did not consider the financial implications of delivering the Strategy.

The Way Forward

The Secretariat to prepare a mid-term report on the financing opportunities and challenges to delivering the Implementation Strategy 2012 – 2017, and that identifies areas of work that remain to be funded (and an indication of the budget needed to implement these). This report should be presented to the Partners at MoP9 to allow them to prioritize the actions that have yet to be delivered, and as necessary, to decide on the ones that should be put on hold.

The draft Implementation Strategy 2017 – 2021 that will go to MoP9 for consideration should include the budget implications for delivering the Strategy; this includes the financial implications of proposals that are tabled by Partners. This approach, which mirrors that taken by the Ramsar Convention, aims to inform Partners about the financial implications of the Strategy, to provide the opportunity for Partners to pledge cash or in-kind support for one or more elements in the Strategy, and as needed, to prioritize the Strategy's actions (i.e. into low, medium, or high priority) and in turn, to prioritize fundraising activities. This prioritization exercise should be conducted at the MoP. It is also at this point that opportunities should be identified to piggy-back on actions and initiatives in the Partner organizations, to reduce the costs of implementation.

In developing the draft Implementation Strategy 2017 – 2021, attention must be paid to defining actions to mobilize additional resources at national, regional, flyway, and international levels.

Following the adoption of the new Strategy at MoP9, the Secretariat should develop a 5-year operational budget for approval by the Management Committee before it is shared with the Partners. Intersessionally, authorize the Management Committee, with the advice of the Finance Sub-Committee, to revise budgetary allocations and priorities depending upon the success of the Partners and Secretariat in securing funding for the actions in the Strategy.

Financial challenge #2: Increase in funding needs at the Secretariat level driven by increasing demand from the Partners coupled with a short-term funding horizon.

The EAAFP Secretariat is tasked to "facilitate the effective communication and coordination of the Partnership and coordinate activities across the Flyway." The Partnership Document notes that "Partners are encouraged to support and provide resources to the Secretariat." The Secretariat's Terms of Reference "encourages Partners to provide financial contributions to core activities as outlined in the EAAFP Implementation Strategy and included in the Secretariat's Annual Work Plan." It should be noted the Secretariat plays a facilitation role, and that the onus is largely on the Partners to raise funds to implement actions at the national level.

With the increase in membership, the Secretariat is under mounting pressure to garner sufficient financial resources to serve the needs of the Partners. The online survey revealed that the Partners expect:

- The Secretariat to play a much stronger supporting role in the governance of the EAAFP (see Governance challenge #6 above).
- The Working Groups and Task Forces to deliver services in the form of technical guidance to support their policy/advocacy efforts at the national level (see Governance challenge #7 above).

The indicative budget needed for the implementation of the Secretariat's Work Plan 2013 was USD 207,000. At the time of MoP8, USD 170,000 had been secured which left a shortfall of USD 37,000. MoP8 approved the creation of the EAAFP South East Asian Network, Black-faced Spoonbill Working Group and Eastern Curlew Action Plan Task Force. This will likely impose an additional burden on the Secretariat's resources in terms of the services that would have to be provided to these new groups.

At present, the Secretariat is funded almost exclusively by the Incheon City Government (ICG), with some additional support from the Government of Korea. Through the MOU, ICG has committed to support the Secretariat through 2018. The annual budget from the ICG includes:

1. 250m. KRW (USD 212,000) for staff salaries and benefits

2. 159m. KRW (USD 136,000) for office rent, equipment and operations and
3. 100m. KRW (USD 85,000) for Partnership activities.

This allocation (in KRW) has remained unchanged since 2009, with no allowance for annual increases for inflation or staff salaries and limited flexibility to re-allocate funds between the three budget components above. In addition to funds from the ICG, funds have been allocated to the Secretariat by the Governments of Korea (USD 40-50,000) and Japan (USD 10,000), and occasionally by Australia and New Zealand. Both USA and Japan provided substantial funds for the organization of MoP7 and MoP8. At MoP8, the ICG requested the EAAFP Partners to provide additional financial support to the Secretariat to carry out its current functions; to date, the response from Partners has been limited. At the time of writing, the USA has indicated that it will provide USD 20-30 thousand in 2016.

The Way Forward

This review proposes the following approaches to address the short-term financing needs of the Secretariat, and to ensure the successful delivery of the Implementation Strategy 2012 - 2016:

For the Implementation Strategy:

1. In the lead-up to MoP9, the Secretariat to prepare a list of actions under the current Strategy that have yet to be funded and 'market' these to EAAFP Partners and other organizations represented at the MoP. Actions could include, for example, flyway-wide training and capacity building actions, website / social media development, flyway-wide campaigns and signature events, development of policy/advocacy tools, development of communications tools, and problem-based research on critical issues facing the flyway. Support could be in the form of cash contributions or in-kind support (e.g. hosting one or more capacity-building/training sessions, and providing experts to assist with developing policy/advocacy tools or website / social media development).
2. The Secretariat, Working Groups and Task Forces to work together to develop clear and well-defined project proposals built around those actions that have yet to be funded, and actively source donor funding from e.g. bilateral or multilateral institutions, development assistance agencies, private sector entities, foundations, and regional organizations. IGO and INGO Partners should be encouraged to assist with this.
3. Take advantage of the increased emphasis on Corporate Social Responsibility (CSR) in many corporations to access funds to support the implementation of some of the actions in the Strategy, e.g. for the development of communications tools, training and capacity-building.

For the Secretariat:

1. Review the work programmes of the INGO or IGO Partners to identify opportunities to piggy-back on their activities, e.g. on policy/advocacy, capacity-building, and CEPA.

2. Encourage Partners to provide funding to help defray the shortfall in the Secretariat's core budget.

Financial challenge #3: Lack of diversification in the funding base.

At MoP8, the Partners approved the formation of an EAAFP Finance Committee to "explore sustainable financing options for EAAFP Secretariat staffing and operational costs and partnership activities." The report from their deliberations is expected to be available before MoP9.

At the time of the review, the EAAFP has one secure funding base, i.e. the annual contributions from the Incheon City Government (which hosts the Secretariat) and from the Government of Korea. Through the current MOU, ICG has committed to support the Secretariat through 2018. It is unclear if they will continue to provide this annual contribution beyond 2018, and if so, if it will be at the same quantum or higher.

Table 4 below shows that most organizations that have a similar mandate to the EAAFP employ a mix of financing mechanisms. The exceptions are the African-Eurasian Migratory Waterbird Agreement (intergovernmental treaty where each Party contributes to the budget in accordance with the United Nations scale of assessment), and the Western Hemisphere Shorebird Reserve Network which is funded by grants.

In moving from the current 'launch or growth' stage and through the 'consolidation' stage (i.e. organizations which have determined a strategic focus, strengthened systems, increased efficiency, and made progress toward greater sustainability), the EAAFP will still have to rely on a mix of financing mechanisms to serve its needs and to enable the organization to test a range of financing models to determine the 'best-fit' for the organization given its mandate, its legal structure, and its niche.

Table 4: Financing models of organizations that have a similar mandate to the EAAFP

	Global Water Partnership	**Stockholm International Water Institute**	**World Wide Fund for Nature**	**International Union for Conservation of Nature**	**African-Eurasian Migratory Waterbird Agreement**	**Western Hemisphere Shorebird Reserve Network**
Mandate	Global action Network of organizations to advance governance and management of water resources for sustainable and equitable development	Policy institute that generates knowledge and informs decision-making towards water wise policy and sustainable development.	Conservation of nature; reducing threats to the diversity of life on earth	Influence, encourage and assist societies throughout the world to conserve the integrity and diversity of nature and to ensure that any use of natural resources is equitable and ecologically sustainable	Conservation of migratory waterbirds and their habitats across Africa, Europe, the Middle East, Central Asia, Greenland and the Canadian Archipelago.	To conserve shorebirds and their habitats through a network of key sites across the Americas.
Legal structure	Intergovernmental organization under international law	Independent organization	Non-profit organization (independent); headquarters in Switzerland	International association of governmental and non-governmental members	Intergovernmental treaty under the framework of the Convention on Migratory Species	
Financing mechanism	Voluntary financing model; Depends largely on government / bilateral funding; Country and regional partnerships raise funding locally for projects	Financing based on mix of donations and income from advisory and research services	Marketing and fund raising campaigns to raise money from Individuals and corporates	Donations (programmatic and unrestricted); Membership fees	Each Party contributes to the budget in accordance with the UN scale of assessment.	Grants

The Way Forward

In the moving to the 'consolidation' stage (next 5-10 years), the EAAFP should develop and test a mix of financing approaches, including but not limited to:

1. Active engagement in the implementation of the SDGs; this may open the door to more private sector funding for the EAAFP (see Government challenge #1 above).
2. Active engagement in the implementation of the Aichi Biodiversity Targets at the national levels; to generate funding for actions at the national and sub-national levels.
3. Increase engagement with the business sector through strategic collaborations and partnerships, and promote membership to the EAAFP.
4. Provide scientific and technical services to the multilateral and bilateral treaties and agreements, governments (e.g. the development of flyway site management plans, communications materials, and capacity building), and the private sector (e.g. in the development of their environmental sustainability plans, and in designing projects).
5. Develop 'products' that can serve the needs and wants of Partners, other conservation organizations and the economic and development sectors at the national level (see Governance challenge #1 above).
6. Identify Migratory Waterbird 'Champions' or 'Ambassadors' – organizations such as WildAid[11] - which works to end the demand for endangered and illegal wildlife products – have had tremendous success in using Ambassadors (celebrities and other influencers) to champion their cause; many of whom provide direct financial support to the organization.
7. Test the potential to raise endowment funds, with a long-term goal to have at least three times the organization's annual operating budget as a minimum endowment.

In moving to the 'mature' stage (beyond 10 years), the EAAFP will have to develop its own financing mechanism(s) based on the lessons learned from the 'consolidation' stage and informed by an assessment of the financing scenarios at that time. Current financing mechanisms that may be applicable to the EAAFP at that time are:

1. **Conservation Trust Fund** (CTF)[12]: CTFs are generally set up as private legal entities independent from government, although government officials sit on and often chair their governing boards. Often, members of civil society and the private sector also serve on the governing boards and help shape the investment policy. This independent status has provided CTFs with flexibility and agility in performing core functions and enables them to play a role in other conservation programs. The resources managed by this trust fund is mobilized through different types of financial mechanisms.
2. **Endowment Funds**: An endowment is a fund that is restricted; only the interest from the fund can be spent, not the principal that anchors the endowment. Usually, only a portion of the

[11] Wild Aid at http://wildaid.org/

[12] Expanding Financing for Biodiversity Conservation: Experiences from Latin America and the Caribbean at http://www.worldbank.org/content/dam/Worldbank/document/LAC-Biodiversity-Finance.pdf

interest or earnings from the endowment (typically 5%) is spent on an annual basis to assure that the original funds will grow over time. Professional money managers often oversee endowment funds, investing the money in stocks, bonds, and other instruments. Organizational stability is the main reason to have an endowment.

3. **Shift from donor- to investor-driven financing**: The 'conservation financing' discussion has been geared toward the conservation objective and focused on how to meet the financing demand for conservation programs and strategies. What has received less attention so far is the supply side (i.e., the availability of investments with conservation impact) of conservation finance, namely the perspective of investors and their investment approaches.

   Some of the key findings from the 'Conservation Finance - Moving beyond donor funding toward an investor-driven approach' Report[13]' produced by Credit Suisse, WWF and McKinsey&Company are relevant to the EAAFP:

   - There is a significant unmet demand for the funding of conservation programs to preserve ecosystems at a global scale. Conservation finance, in particular from for-profit investors, has to date been small-scale and so possesses large unrealized potential.
   - Banks and asset managers have an opportunity to incorporate conservation finance into their impact investment offering, by making the topic of conservation a fixed part of the advisory process and by developing new conservation-related investment products for their clients. Equally, the field would profit from the same rigorous approach to project diligence and selection, as done in standard portfolio management.
   - NGOs should aim to provide a sufficient supply of largescale conservation projects that have clearly defined environmental and financial benefits and local regulatory backing. They can act as verifiers of conservation project impact; which investors will value as a 'seal of approval' for their investments. They can also work to further develop conservation impact measurement techniques, allowing to further standardize the practice and other organizations to engage in such certification. Finally, NGOs can act as facilitators of large-scale conservation programs by using their skills in working with governments, financial institutions and providers of early-stage finance to build trust among the participants.

   The report recommends that NGOs move away from trying to do the at-scale private sector fundraising and financial structuring and instead concentrate their attention on where their expertise is strongest:

[13] Conservation Finance - Moving beyond donor funding toward an investor-driven approach at https://www.credit-suisse.com/media/production/articles/news-and-expertise/docs/2014/06/conservation-finance-en.pdf

- Providing environmental experience and analysis to identify large-scale conservation opportunities, and providing certification of conservation investments by using pragmatic measurement systems.
- Facilitating large-scale conservation programs, together with local governments, financial institutions, and seed/early-stage investors.
- Further developing measurement as an important tool to set conservation targets of projects from an environmental perspective and to allow NGOs to establish a verification and certification/'seal of approval' of the environmental impact, which is the primary focus of investors.

The report also notes that NGOs are very well placed to play the crucial convener role between private sector investors, public sector financial institutions, and commercial financial institutions.

Financial challenge #4: Lack of clarity in the allocation of fundraising responsibilities.

The EAAFP does not have a dedicated fundraising team, there is no allocation of responsibilities for fundraising, and there is no fundraising strategy to deliver the Implementation Strategy 2012 – 2017. The Secretariat does some amount of fundraising to support its core and non-core budget costs, under the leadership of the Executive Secretary.

At the national level, Partners manage the fundraising process independently, but they may not have the technical expertise to develop effective fundraising strategies and actions.

Overall, there are no support structures and coordination mechanisms to effectively manage the fundraising responsibilities within the EAAFP, and to link fundraising to the budgeting and strategic planning processes (see Financial challenge #1 above).

The Way Forward

1. Establish a Fundraising Committee under the purview of the Steering Committee. It is proposed that the members of the Fundraising Committee comprise:
    - Secretariat: Chief Executive, Operations/Finance Officer and Communications Officer
    - Management Committee: Chair and one other member
    - Finance Committee: Chair and one other member
    - Partner Representatives: regional Partner (1), Government Partner (1); IGO Partner; INGO Partner (1); and business sector Partner (1).
    - As needed, the Fundraising Committee can invite people with fundraising expertise to assist with its deliberations, and/or its work.

A proposal on the creation of the Fundraising Committee should be submitted to MoP9, for review and adoption. Resources permitting, the Secretariat should appoint a Fundraising Assistant tasked to provide administrative support to Committee and to coordinate the implementation of the decisions approved by the Committee.

Financial challenge #5: Unreliability of funding to support actions at the flyway, national and sub-national levels.

Several survey respondents noted that generating funding for flyway-level initiatives is very difficult because, for donors, the larger the funding scale, the bigger the risk. The common currency in large landscape conservation is regional collaboration—the ability to work across boundaries with people and organizations that have diverse interests yet share a common place.

The survey analysis (see Appendix 3) revealed that Government Partners receive funding from a variety of sources ranging from their own organizations and local governments to the business sector and donor organizations. Most of these funds are funnelled into actions at the national level. The EAAFP Secretariat receives funding from many of the same sources as the Government Partners, except from business sector, and through fundraising.

A third of the Working Group and Task Force respondents stated that they receive funds from Partners while others receive funds their own organization, Flyway Partners, other INGOs and NGOs, donor agencies, and through fundraising.

Several respondents across the three categories noted that the quantum of funding is not sufficient and that it varies from year to year. Reasons given for this were that waterbird conservation is a lower priority for most governments compared to actions under the multilateral environmental agreements (e.g. CBD, Ramsar, UNFCCC, and CITES); and that financial planning is done on an annual basis, which leaves little room for continuity and forward planning.

The Way Forward

For actions at the Flyway level: The goal of the GEF-6 Biodiversity Strategy is to maintain globally significant biodiversity and the ecosystem goods and services that it provides to society. To achieve this goal, the strategy encompasses four objectives:

1. Improve sustainability of protected area systems (e.g. support to improving protected area financial sustainability and effective management will be explicitly directed towards globally significant protected areas within the national system)
2. Reduce threats to biodiversity;
3. Sustainably use biodiversity; and
4. Mainstream conservation and sustainable use of biodiversity into production landscapes / seascapes and sectors.

The Strategy is composed of 10 programs that, through a continuum of measures, address the most critical drivers of biodiversity loss across entire landscapes and seascapes. The programs include direct conservation/protection, threat-reduction, sustainable use, and biodiversity mainstreaming approaches. Five of the 10 programs are relevant to the EAAFP's work and objectives:

- Program 1: Improving Financial Sustainability and Effective Management of the National Ecological Infrastructure
- Program 2: Nature's Last Stand: Expanding the Reach of the Global Protected Area Estate
- Program 3: Preventing the Extinction of Known Threatened Species
- Program 9: Managing the Human-Biodiversity Interface
- Program 10: Integration of Biodiversity and Ecosystem Services into Development and Finance Planning

The Secretariat should work with Partners (with support from the Fundraising Committee, and the Working Groups and Task Forces) to develop regional- and national-level proposals which capture elements in each of the five programs above, to support the implementation of a suite of waterbird conservation actions across the Flyway.

For actions at the national and sub-national level: As part of actions taken to position itself in the sustainable development agenda (see Governance challenge #1), the Secretariat should work with Partners to identify opportunities to tap into funding sources available through financial mechanisms linked to international initiatives such as the Aichi Targets and the SDGs to support waterbird conservation actions at the national and sub-national levels.

The key to the success of both the approaches proposed above is 'smart packaging'.

4. COMMUNICATIONS REVIEW

Communications are vital to support the delivery of the governance and financing actions defined in this report.

The main communications outreach strengths on which the EAAFP could further build are: (i) Its well-established network of Flyway Sites; (ii) Its specialist information and knowledge on migratory waterbird species and their habitats, and (iii) The opportunity it provides for stakeholders from all sectors (governmental, civil society, private sector, academic) to work flexibly alongside one another as equal partners.

The flyway-wide CEPA Strategy, developed by the CEPA (Communication, Education, Participation and Awareness) Working Group in November 2012 defines CEPA tasks to be delivered by Partners, the WGs/TFs and the Secretariat to support the delivery of the CEPA Strategy and *inter alia* to support the delivery of the Implementation Strategy 2012 - 2016. A review of the Partner Reports

to MoP8 revealed that all of them have conducted CEPA actions, but it is impossible to assess the extent to which these actions have contributed to delivering the Implementation Strategy.

The EAAFP Secretariat has developed a number of important communications tools, such as the Website, Facebook page, Information Brochure, monthly e-newsletter, and a number of species flyers, stickers, World Migratory Bird Day poster and banner posters and hands-on materials. While survey respondents welcomed these products, some questioned if the choice of products was harmonized and placed in the context of a defined strategy. One respondent noted that, "The EAAFP needs some marketing expertise to develop a short sharp message about what it is, why it does the work it does and why it should be supported. This needs to support and be behind all production of communication tools and products."

The CEPA Strategy notes that, "The general strategy is to build on existing CEPA programmes (e.g. Ramsar and CBD awareness plans), rather than to establish a new programme under EAAFP. These efforts should be complementary and support the EAAFP strategy. Therefore, EAAFP should ensure that waterbird issues are included in these related CEPA programmes."

The Way Forward

At the global level:

1. The EAAFP should work with the secretariats of the Ramsar and CBD Conventions to ensure that the EAAFP's CEPA programmes are integrated into their CEPA/awareness plans and vice versa. Timing is a critical factor because the CEPA/awareness strategies and plans are adopted at the MoP for EAAFP, and the COPs for Ramsar and CBD.
2. The EAAFP Secretariat should work closely with its Partners to ensure that information about the Partnership, and on priority waterbird species and Flyway Sites is featured in their communications' strategy and/or tools.
3. One survey respondent noted that communications materials that "tell the story" can help to support fundraising actions. The EAAFP Secretariat's Communications Officer should engage with the Partners and Working Groups and Task Forces to get information on 'success stories'. These should be translated into communications messaging and materials that "tell the bigger-picture story" of the EAAFP and the impact of its work. These stories must include a call to action.

At the regional and national levels:

1. Government Partners, INGOs and IGOs should prioritize the development of communications actions and tools that can inform and influence economic, social and development policies, and planning and decision-making processes.
2. Government Partners, working with NGOs in the country, should develop a national-level CEPA Strategy for Waterbird Conservation that captures and responds to priorities identified in the EAAFP Implementation Strategy, National Biodiversity Strategy and Action Plan, the Ramsar

Strategic Plan, and other relevant plans /strategies e.g. national-level plans to deliver the SDGs and the Aichi Biodiversity Targets.

5. OVERARCHING RECOMMENDATIONS

Recommendation #1: Protect the Flyway Sites Network – the EAAFP's most valuable asset
The EAAFP should transition to a stronger regional and national role in the protection and management of Flyway Sites. There is an urgent need to adopt a flyway-wide approach to effectively identify, protect and manage sites that are of high priority for migratory waterbirds.

The first steps in this process are to:

- Develop a shared vision of what a strong, vibrant FSN would look like.
- Create opportunities to better know and engage the Flyway Sites Network. Actively promote the establishment of multi-actor National Partnerships to mobilize and share knowledge, expertise, technology and financial resources.
- Map the capabilities of the EAAFP at the regional level and from this, establish collaborations with a spectrum of regional organizations that can help to deliver capabilities that the EAAFP lacks e.g. funding, technical expertise, conservation planning, and staff support to fill critical gaps.
- Engage actively with international and regional organizations representing the biodiversity, political, economic, and development sectors to integrate the EAAFP's objectives into their agendas.
- Actively promote the establishment of Sister Sites to demonstrate the inter-connectedness of the Flyway.

Recommendation #2: Make Good Business Sense – Innovate, Create, Elevate
The business sector is the only one of the partnership's categories that involve 'outsiders', i.e. those not directly linked to the biodiversity/environmental sector. These 'outsiders' have a tremendous influence over national and sub-national planning and decision-making. Multinational businesses can help to replicate good practices in managing sites and species across the flyway; national-level business councils can help to develop and promote best business management practices in the conservation of migratory species and habitats. By positioning the EAAFP as being well prepared, proactive partners with innovative, win-win ideas, the organization can expect to attract corporate support that will not only yield significant revenue results for themselves – but important additional benefits in the form of increased donor awareness, and political support.

Actions to achieve this include:

- Actively target and promote membership from the business sector; develop criteria to guide the selection of business sector members.

- Establish projects at a number of Flyway Network Sites to demonstrate the value of these sites in protecting vital habitats and as a means to serve environmental protection, social wellbeing and economic development.
- Establish partnerships with multinational businesses operating in the Asia-Pacific region to integrate waterbird conservation priorities into their sustainability agendas.
- Develop campaigns with businesses that employ elements that speak to the work of the EAAFP, for example, mobile service providers, the airline industry and courier companies often use the word 'connections' and the phrase 'connecting across the miles' in their messaging; the same can be said of the EAAFP.

Recommendation #3: Identify and Claim Your Niche – Be Relevant

In a global marketplace populated by millions of organizations working on conservation issues it is imperative that the EAAFP identify and articulate its niche. In marketing terms, a niche is the spot your organization carves out in a sector in order serve a specific audience (or clients or beneficiaries). It is where you will focus your marketing efforts for your products and services – and where you can differentiate yourself from the competition. The most important factor is creating a dedicated consumer base.

Niches are created by identifying the needs and wants of the Partners and the larger audience that are not being addressed by its competitors, and by offering products or services to satisfy those needs and wants. Identifying its niche will help the EAAFP to adapt to change. For an organization like the EAAFP, its niche must be tied to its mission, values and objectives.

Actions to achieve this include:

- Undertake a SWOT (Strengths, Weaknesses, Opportunities and Threats) analysis see how you fit in your 'sector'. This should also be used to identify what is unique about the EAAFP and how best to market this.
- Use the results of the SWOT analysis and further analysis to articulate a potential organizational niche for the EAAFP based on what it does well, what others are not doing or not doing well, and where there is an unmet need in its constituency and wider audience.
- Test your niche statement to assess its validity and effectiveness for your intended audience.
- Keep hammering your niche home through programmes that deliver quality products and outcomes.

Recommendation #4: Sustainable financing - Follow the Money

The EAAFP has a very limited funding base. In moving into the 'consolidation' stage of its growth, the organization has to transition towards new sources of funding to support the Secretariat's operations, and to support actions at the flyway, regional and national level to achieve its mission and objectives.

Actions to achieve this include:

- Strengthen the EAAFP's fundraising infrastructure and develop incentives to raise funds for actions at the flyway, regional and national level.
- Work towards diversifying the EAAFP's current funding base by developing and testing a mix of financing options.
- Tap into sources of financing available through the programmes and initiatives of the multilateral environmental agreements and treaties.
- Keep abreast of the development of new approaches and models for sustainable financing, and consider the relevance of these in meeting the EAAFP's financial needs in the medium (5-10 years) to long-term (over 10 years).

Concluding Remarks

This report lays out a vision of a future governance system for the EAAFP that is more clearly aligned to the goal and objectives of the Partnership, and for a future financing system that can provide the financial resources necessary to support the structures and operations of EAAFP and to address priority issues in conserving migratory waterbirds and their habitats along the Flyway.

The vision takes into account the fact that the Partnership spans multiple domains, levels and actors. It aims to catalyze greater engagement by Partners, and seeks to widen participation by taking a multi-level and multi-actor approach in order to capture the full range of actors and opportunities available to advance the protection of Flyway Sites Network.

The approach seeks to widen participation by encouraging bottom-up approaches that are supported in a top-down manner. This approach allows for international, regional, national and sub-national actors that have the ability to make changes to be recruited to translate the Partnership's objectives into their own agendas.

The recommendations from this review take a medium-term perspective (5-10 years) to create a basket of governance and financing actions through which short-term 'interim' objectives can be defined, delivered and assessed. These objectives and actions should be captured in the Implementation Strategy 2017 – 2021. Actors at each level have the opportunity to develop innovative solutions to the problems they face and this in turn, may contribute to delivering one of more of the outcomes in the Implementation Strategy. The active involvement of all Partners is essential to making this vision a reality because of their frontline role in the management of the flyway.

Ultimately, the impact of the EAAFP will depend on its credibility, legitimacy, and utility. To ensure its scientific and technical credibility, the knowledge and learning generated by the Working Groups and Task Forces has to be peer-reviewed and translated into tools to support policy and decision-making processes. Political legitimacy is reflected in the fact that all of the actors — the

EAAFP Partners —have a role in governing the process, and governments themselves have approved the process through decisions in international conventions. To ensure its utility, interactions with actors at the international, regional, national and sub-national levels must be designed to ensure a focus on their needs and wants.

APPENDICES

APPENDIX 1: TERMS OF REFERENCE

1. Objective

The consultant will review the effectiveness of the Partnership, its structure and function, governance and programs in achieving its goal and objectives, and will provide findings and recommendations to the Partnership.

2. Tasks

Specifically, the consultant will assess the effectiveness of the Partnership structure and governance, including membership, composition and balance, including the structure as a WSSD Type II Initiative, i.e. both informal and voluntary. This will involve reviewing similar structures, governance arrangements and mechanisms set up elsewhere to achieve similar goals, e.g. in other flyways, as well as other institutional arrangements for involving diverse stakeholder groups in addressing problems of common concern.

The consultant will seek answers to specific questions, such as

i. How does this structure affect the continuity of participation and commitment of individual partners? Are alternative structures and mechanisms more likely to achieve the desired outcomes, and if so, how realistic and feasible are they? What is the basis and rationale for Type II organizations and how have Type II organizations functioned since Johannesburg, e.g. as regards financial and institutional sustainability and particularly review relationships with Ramsar (EAAFP is a Ramsar Regional Initiative) and CMS.

ii. What does the Partnership bring that adds value and impact to the activities of individual Partners? What is the impact on the goal of the Partnership? How broad and inclusive should the membership be? How appropriate are the criteria for becoming a Partner? Should there be different categories of Partners (e.g. for research and academic organizations) and affiliated organizations and what should be the different roles? What should be the representation, role and criteria for corporate or private sector entities?

iii. How do individual Partners see their role in EAAFP and how can they contribute more to achieving EAAFP goals?

iv. How can national partnerships be developed to raise awareness of EAAFP and its goals, promote coordination and prioritize actions?

v. How effective is the Secretariat in carrying out its roles and responsibilities with regards to the Partnership? What are the main constraints and how can these be addressed? Is the current structure, including staffing, personnel and operations optimal to achieve its goals?

vi. Are EAAFP Working Groups and Task Forces the most optimal and effective mechanism for providing technical advice and support to the Partnership and progressing conservation actions?

vii. Does the current implementation strategy reflect the balance and priorities of the Partnership? How is it being implemented, where are the strengths and weaknesses. How is implementation being monitored?
viii. How effective are MoPs in overseeing implementation of the Partnership and how can they be better structured and run for optimal outputs?
ix. How effective is reporting and work planning by Partners and WG/TFs and how can this be improved for more effective implementation?
x. How can future financing be more sustainable and diversified? What options exist? What plans and mechanisms need to be put in place?

3. Methodology

The consultant will:

i. Undertake a review of EAAFP documents, including minutes of all Meetings of Partners (a list is provided in Annex 1).
ii. Through email, phone calls and meetings, consult with all Partners to obtain feedback on the Partnership structure, function and operations and solicit recommendations for improving effectiveness, particularly the role and contributions of each Partner.
iii. Consult with WG/TF members and other technical experts and stakeholders to identify technical needs and opportunities, information generation and sharing, monitoring, etc.
iv. Where possible, solicit input from site managers (at least xx site managers from xx countries).
v. Meet with Secretariat staff to solicit input, including on historical issues and rationales that may not be included in the minutes or other records.
vi. Meet with host country (Republic of Korea) and city (Incheon City) to assess past and future effectiveness of the hosting relationship.
vii. Potentially visit selected countries of the Partnership, notably Malaysia and China.
viii. Consider using standardized, confidential feedback questionnaires.
ix. Review similar Partnership or inter-governmental organizations globally, to identify alternative options to achieving EAAFP goals (including AEWA, ACAP, WHSRN, GLISPA, SPREP)

4. Timing

The review will be undertaken in the final quarter of 2015 and the first quarter of 2016 and will require about 32 work days of effort. The schedule, timing and travel of the consultant will be discussed and agreed before the assignment and could depend on the home base of the consultant and familiarity with countries and issues.

APPENDIX 2: LIST OF DOCUMENTS REVIEWED

1. Partnership Document.
2. Minutes from the Meeting of Partners (8 Meetings).
3. Memorandum of Understanding between the Partnership for the East Asian-Australasian Flyway and the Ministry of Environment of the Republic of Korea as Host of the Secretariat of the East Asian-Australasian Flyway Partnership.
4. Delegation of authority between Chair and Chief Executive.
5. Terms of Reference of the EAAFP Secretariat.
6. Rules of Procedure for Meetings of Partners of EAAFP.
7. Terms of Reference for the Secretariat's Management Committee for the Flyway Partnership.
8. Duties and Responsibilities of all Staff.
9. Asia-Pacific Migratory Waterbird Conservation Strategy Review, by David A. Stroud, UK Joint Nature Conservation Committee, For Wetlands International - Asia Pacific, Under Contract to Environment Australia, March 2000.
10. Blueprint of Coastal Wetland Conservation and Management in China: Conclusions and Recommendations (Final Draft, no citation).
11. A Review of Migratory Bird Flyways and Priorities for Management. 2014. UNEP / CMS Secretariat, Bonn, Germany. 164 pages. CMS Technical Series No. 27 at http://www.cms.int/en/publication/review-migratory-bird-flyways-and-priorities-management
12. Franchising Global Governance: Making Sense of the Johannesburg Type II Partnerships at https://www.researchgate.net/publication/255626870_Franchising_Global_Governance_Making_Sense_of_the_Johannesburg_Type_II_Partnerships
13. Sustainable Development Goals at http://www.un.org/sustainabledevelopment/sustainable-development-goals/
14. CMS-Ramsar Joint Work Plan 2015-2017 at http://www.cms.int/sites/default/files/document/Doc_18_3_CMS_Ramsar_JWP%2015-17_0.pdf
15. CMS Strategic Plan for Migratory Species 2015-2023 at http://www.cms.int/sites/default/files/document/Res_11_02_Strategic_Plan_for_MS_2015_2023_E_0.pdf
16. Aichi Biodiversity Targets at https://www.cbd.int/sp/targets/
17. WWF Brand Book at http://wwf.panda.org/wwf_news/?207908
18. Series 1: Organizational Development Module 2 at http://www2.pathfinder.org/site/DocServer/Organizational_Structure.complete.pdf?docID=323
19. Example of a Policy Brief at https://cmsdata.iucn.org/downloads/0_policy_brief__1_final_version_english.pdf.
20. Wild Aid at http://wildaid.org/
21. Expanding Financing for Biodiversity Conservation: Experiences from Latin America and the Caribbean at http://www.worldbank.org/content/dam/Worldbank/document/LAC-Biodiversity-Finance.pdf
22. Conservation Finance - Moving beyond donor funding toward an investor-driven approach at https://www.credit-suisse.com/media/production/articles/news-and-expertise/docs/2014/06/conservation-finance-en.pdf

APPENDIX 4: COMPARATIVE SUMMARY OF RESPONSES TO COMMON QUESTIONS POSED TO PARTNERS, WORKING GROUP/TASK FORCE CHAIRS AND THE EAAFP SECRETARIAT

The legal status of the Partnership is defined as follows "The Partnership is an informal and voluntary initiative of the Partners." This poses a challenge to garner support (e.g. financial and political support), to influence policy and practice, and to effect positive change at the national, local and site levels.			
RESPONSE	**PARTNERS (%)**	**WORKING GROUP / TASK FORCE (%)**	**SECRETARIAT (%)**
Strongly Agree	0	30	0
Agree	64	40	0
Disagree	26	10	17
Strongly disagree	9	10	17
Undecided	0	10	67
The Organizational Structure of the Partnership as shown on the EAAFP website is able to support the delivery of the Goal and the Objectives of the EAAFP.			
RESPONSE	**PARTNERS (%)**	**WORKING GROUP / TASK FORCE (%)**	**SECRETARIAT (%)**
Strongly Agree	0	30	50
Agree	63	40	33
Disagree	27	20	17
Strongly disagree	9	0	0
Undecided	0	10	0
The Meetings of Partners (MOP) serves as an effective platform to evaluate progress on the Implementation Strategy, to facilitate decision-making on current and emerging issues, and to promote dialogue and sharing between Partners.			
RESPONSE	**PARTNERS (%)**	**WORKING GROUP / TASK FORCE (%)**	**SECRETARIAT (%)**
Strongly Agree	30	30	33
Agree	50	50	50
Disagree	10	10	10
Strongly disagree	10	0	0
Undecided	0	10	0
The current membership comprises Governments, International Non-Government Organisations, Inter-Governmental organisations and the international business sector. In your opinion, should membership be extended to include other types of organizations / development sectors?			
RESPONSE	**PARTNERS (%)**	**WORKING GROUP / TASK FORCE (%)**	**SECRETARIAT (%)**
Yes	55	30	33
No	0	40	17
Undecided	45	30	50

Habitat loss and degradation is the major factor responsible for waterbird declines in EAAF. Which of the following do you think is the best approach that the EAAFP can take in order to address this decline?			
RESPONSE	**PARTNERS (%)**	**WORKING GROUP / TASK FORCE (%)**	**SECRETARIAT (%)**
To work closely with global biodiversity-related treaties and agreements (e.g. Ramsar Convention and the Convention on Migratory Species), and with regionally-based organizations working on waterbird and wetland conservation initiatives (e.g. IUCN, BirdLife, Wetlands International).	10	20	40
To work closely with the regionally-based political and economic organizations in the Asia Pacific region (e.g. Association of Southeast Asian Nations (ASEAN), Mekong Commission, Asian Development Bank).	30	20	0
To work at national and site levels to secure the protection of priority waterbird species and wetland habitats across the flyway.	50	30	40
None of the above	10	30	20
Did you use the CEPA Strategy to guide the development of your current workplan?			
RESPONSE	**PARTNERS (%)**	**WORKING GROUP / TASK FORCE (%)**	**SECRETARIAT (%)**
Yes	60	20	100
No	40	80	0
Please indicate the source(s) of funds that you have received to support your work.			
RESPONSE	**PARTNERS**	**WORKING GROUP / TASK FORCE**	**SECRETARIAT**
Own organization	*	*	*
Other EAAFP Flyway Partners	*	* (30% of the respondents received funding from Partners)	*
National Government	*		*
Local Government	*		*
INGO / NGO	*	*	*
Business sector	*		
Donor organizations / agencies	*	*	*
Fundraising	*	*	

The Implementation Strategy is the most important tool to help Partners plan, implement and monitor progress towards achieving the goal and objectives of the EAAFP.			
RESPONSE	**PARTNERS (%)**	**WORKING GROUP / TASK FORCE (%)**	**SECRETARIAT (%)**
Strongly Agree	0	10	0
Agree	67	40	100
Disagree	33	20	0
Strongly disagree	0	0	0
Undecided	0	30	0

APPENDIX 4: ACRONYMS AND ABBREVIATIONS USED IN THIS REPORT

ASEAN	Association of South-East Asian Nations
APMWCS	Asia Pacific Migratory Waterbird Conservation Strategy
BA	Board of Advisors
EAAF	East Asian Australasian Flyway
EAAFP	East Asian Australasian Flyway Partnership
EBSA	??
CBD	Convention on Biological Diversity
CEPA	Communications, Education, Participation and Awareness
CMS	Convention on Migratory Species
CTF	Conservation Trust Fund
FSN	Flyway Sites Network
GEF	Global Environment Facility
GP	Government Partner
IGO	Inter-Governmental Organization
ICG	Incheon City Government
INGO	International Non-Governmental Organisation
KRA	Key Result Area
KRW	Korean Won (currency of the Republic of Korea)
MC	Management Committee
MoP	Meeting of the Parties
MoU	Memorandum of Understanding
MRC	Mekong River Commission
NBSAP	National Biodiversity Strategy and Action Plan
NGO	Non-Governmental Organization
Ramsar	Convention on Wetlands
SC	Steering Committee
SDG	Sustainable Development Goal
SWOT	Strength, Weaknesses, Opportunities, and Threats
TAG	Technical Advisory Group
TF	Task Force of the EAAFP
UNFCCC	United Nations Framework Convention on Climate Change
USD	United States Dollar (currency of the USA)
WG	Working Group of the EAAFP
WSSD	World Summit on Sustainable Development
WWF	World Wide Fund for Nature