

Wadden Sea Board

WSB 2
7 October 2010
Wilhelmshaven



Agenda Item:	7.2
Subject:	Organizational Structure
Document	WSB 2/7/2-1
Date:	9 September 2010
Submitted by:	Ad-hoc Working Group Architecture

At WSB 1 the structure of Task Groups (TGs) and expert groups was discussed. It was agreed that an overall architecture of the trilateral working group structure would be elaborated in the coming months, including terms of reference. This work would be done by an ad-hoc working group via e-mail or, if possible, at a meeting on short notice. The result would be discussed at WSB-2.

The ad-hoc working group of Mr John Frederiksen, Mr Bernd Scherer, Mr Gabor Oolthuis, who was replaced by Mr Bernard Baerends during absence, and the secretary met on 18 June 2010 at the secretariat to develop an overall working structure. The members of the ad-hoc group reached agreement on the overall structure at the meeting. In the period since the meeting the discussions have focussed on the Task Groups and the expert network groups.

The attached note encompasses the conclusions and proposals of the ad-hoc working group:

1. The ad-hoc working group proposes to approve of the structure and task groups in A. 1-3, B. 4 and the expert network in C. 7-9.
2. The ad-hoc working group could not reach agreement on B. 5.
3. Draft Terms of Reference for the proposed Task Groups are attached in Annexes 1-5, these draft Terms of References have not been discussed in the ad-hoc working group and are attached to facilitate the discussion of the WSB on this issue.
4. The proposal on portfolio in D. 10 is a Dutch proposal for consideration by the WSB.

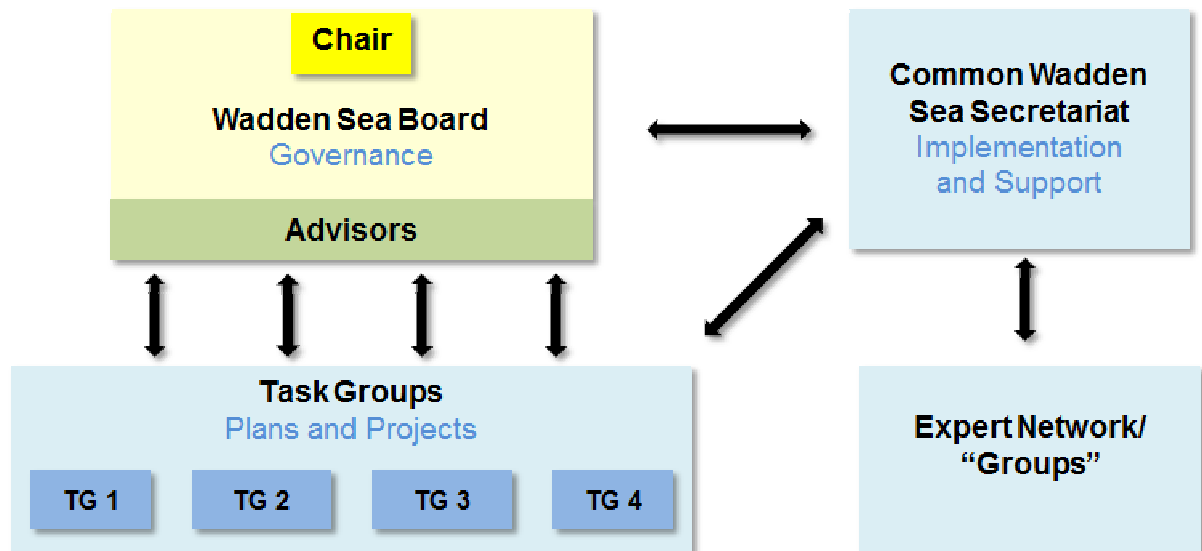
Proposal

The Wadden Sea Board is **proposed** to discuss and decide on the proposals of the ad-hoc working group.

TRILATERAL WORKING GROUP STRUCTURE

A. Overall Structure

1. The proposed overall structure for the Task Groups (TG) and the Expert Network/Groups is:



2. The TGs are generally policy task groups with a limited timeframe, number of members, and defined tasks, for which the WSB may allow exceptions. In general WSB-members should not be members of TGs. TGs
 - a. report directly to the WSB
 - b. are chaired by experienced administrative/ministerial representatives
 - c. have a maximum lifespan of one presidency (Reinstallation under new presidency is possible, but requires specific new Board decision)
3. Expert Network "Groups" are generally long-term or permanent groups – exceptions are allowed. They have operational and advising tasks and
 - a. report to the CWSS – WSB may allow exceptions
 - b. are chaired by CWSS staff or others
 - c. are (in principle, but not necessarily) permanent

The CWSS shall briefly report to the WSB on a yearly basis about the outcome and the further necessity of the groups.

B. Task Groups

4. The ad-hoc group unanimously agrees to propose the establishment of the following Tasks Groups:
 - (1) Wadden Sea Management Task Group
 - (2) Climate Task Group
 - (3) Shipping Task Group
 - (4) World Heritage Task Group

- (5) Sustainable Tourism Development Task Group¹
 - (6) Sustainable Fisheries Task Group; pending the initiation of study (review) project in this field to be defined in the context of the Business Plan
5. Agreement could not be reached on the establishment of a Goose Management Task Group and a Landscape and Culture Task Group proposed by the Danish member. The German member is of the opinion that such groups should be established under the Wadden Sea Forum. The Dutch member shared this view with regard to the goose management and suggested awaiting the outcome of a workshop on landscape and culture prior to taking a decision on the establishment of a task group accordingly.
 6. Draft Terms of Reference (TOR) have been elaborated for the proposed Task Groups (with the exception of the Fisheries Task Group pending the study) in Annex 1-5. These TORs have been elaborated by the secretariat respectively by experts, as indicated below, and are not an outcome of the discussions at the ad-hoc group. The WSB should discuss and approve of the TORs to enable the work to start as quickly as possible after the WSB-meeting.

C. Expert Network Groups

7. It is proposed to continue the existing Migratory and Breeding Bird Expert Groups and the Seal Expert Group and to continue networking with experts in various fields preferably in the context of (combined) workshops.
8. The common Terms of Reference for the expert network groups are to
 - (1) ensure the exchange of information and experience between the various regions in the context of the WSP Targets and policies.
 - (2) coordinate monitoring within the TMAP, assess the results of the monitoring and suggest any necessary amendments to the TMAP.
 - (3) provide advice on the scientific basis for management in a trilateral context.
 - (4) provide an annual progress report on the above points.
9. A Trilateral Assessment Group shall secure the harmonized management and methodological soundness of the TMAP, assessments are produced with equal methodology and quality control, and make annual progress reports on the implementation of the TMAP and define issues that need decision by the Cooperation. The chair person of the TAG is simultaneously deputy chairperson of the Wadden Sea Management Task Group.

D. [WSB Member Portfolio Responsibility]

10. It is estimated that the number of WSB-meetings will on average be two per year and therefore be very infrequent. There will be a need to assist the chairman in his work, and to support the work of the TGs and the expert network between the meetings and other activities, to ensure that ensuing issues will not obstruct or slow down the progress on the work agreed and the overall functioning of the Cooperation.

It is therefore proposed to make WSB members portfolio responsible with the following responsibilities:

¹ NL requests discussion on order in relation to proposed World Heritage Task Group

- (1) Assist the chairman in advising on and solving ensuing issues in between the meetings of the WSB.
- (2) Contact point for the chairpersons of the TGs and the secretariat for assisting in progress on the work theme.
- (3) Contact point at policy-management level for stakeholders.
- (4) Responsible for the treatment of the content the TG is dealing with at the Wadden Sea Board meetings.]²

Annex 1: Wadden Sea Management Task Group by CWSS

Annex 2: Climate Task Group by Dutch Ministry of Transport & Public Works and CWSS (agenda item 7.1)

Annex 3: Shipping Task Group by shipping experts

Annex 4: World Heritage Task Group by current World Heritage Project Group (agenda item 9)

Annex 5: Sustainable Tourism Development Task Group by current Tourism Strategy Group (agenda item 9)

² Proposal NL

Annex 1**TASK GROUP MANAGEMENT (TG-M)****Draft Terms of Reference**

The 2010 Sylt Ministerial Council meeting has agreed the following regarding trilateral nature conservation and management in the perspective of a harmonised implementation of EU Directives:

9. Focus future harmonisation efforts on high priority challenges, for example climate change, invasive non-native species, decline of birds, and on fisheries, in the national implementation of the Birds, Habitats, Water Framework and Marine Strategy Framework Directives.

10. Support the further development of integrated assessments and reporting in the framework of these Directives, including investigating the option of preparing a common integrated Natura 2000 Wadden Sea report.

11. Increase collaboration in relation to appropriate assessments under the Habitats Directive, and especially to exchange experience on the interpretation and application of site integrity, in combination effects and compensation measures.

12. Support the start of necessary further developments of the Wadden Sea Plan during the Danish presidency, e.g. regarding the harmonized application of European legislation and taking account of the preliminary recommendations of the High Level Review study on strategic elements.

13. Authorize the Board to develop and adopt a programme of projects and measures for the forthcoming period to support the implementation and further development of the Wadden Sea Plan with a view to strengthen and, where necessary, also restore the natural functioning of the Wadden Sea, incorporating the appropriate actions and activities of this Declaration.

43. Reconfirm the continuation of TMAP and incorporate, as necessary, parameters to develop TMAP in order to facilitate an integrated assessment across the relevant EC Directives and better monitor new challenges, e.g. climate change and its impacts, and agree on a long term development strategy to increase its value to a wider range of stakeholders.

The Wadden Sea Board has installed a Task Group Management (TG-M) with the overall remit to develop recommendations to WSB regarding priorities for EU harmonisation policies, as well as related activities, projects and monitoring.

Tasks**(1) Prioritising policies and projects (MCD §§9, 12, 13)**

In order to focus and prioritise the trilateral harmonisation efforts for the coming years, TG-M shall

- Evaluate the High Level Review Study
- Evaluate the projects and actions document, as prepared by the Wadden Sea Plan working group
- Formulate recommendations to the WSB

(2) Assessment and Reporting (MCD §§ 10, 11)

With regard to harmonised EU assessment and reporting TG-M shall

- Investigate possibilities for collaboration on appropriate assessments (WSP TG)

- Investigation feasibility N2000 Wadden Sea Report
- Investigate designation Wadden Sea as sub-region MSFD
- Formulate recommendations to the WSB

(3) Monitoring

In order to further optimise the TMAP in accordance with MCD §43, TG-M shall

- Investigate possibilities for harmonisation of monitoring methods on the basis of the outcome of relevant studies. To this end TG-M will
 - Investigate the feasibility of a common EU project
 - Cooperate through CWSS with the Dutch WaLTER project
- Formulate recommendations to the WSB

Composition

TG-M shall consist of representatives of relevant ministries with experience in trilateral policies and management.

Output

Recommendations to the WSB regarding

- Priorities for harmonisation policies regarding EU Directives
- Priorities for related projects and actions
- Best options for EU assessment and reporting
- Optimisation of the TMAP

Budget

No additional financing needed. Travel costs to be carried by members. Facilitation costs from CWSS budget. Projects and studies to be financed externally

Reporting Schedule

- | | |
|------|--|
| 2010 | Formation of TG-M. First meeting at the end of the year. Setting of agenda. First discussions on Tasks 1 and 2 |
| 2011 | Two meetings envisaged. Focus on Tasks 1 and 2. Investigation of feasibility for common project related to Task 3. If feasible, initiation of such a project. Intermediate reporting to WSB. |
| 2012 | Two meetings envisaged. Continuation of discussions related to tasks 1 and 2. Formulation of draft recommendation + submission to WSB |
| 2013 | Two meetings envisaged. Focus on task 3. Formulation and submission of recommendations to WSB. If necessary fine-tuning of recommendations regarding tasks 1 and 2. |

Annex 2**Task Group Climate and Coastal Protection (TG-CC).****Draft Terms of Reference**

The 2010 Sylt Ministerial Council meeting has agreed the following regarding climate adaptation matters and stated in the ministerial council declaration that authorities in the three countries are:

21. Concerned that climate change and its consequences such as enhanced sea level rise, higher storm surges, increased temperatures and increasing sediment deficits will have impacts on the ecology and landscape of the Wadden Sea and may affect the safety of the inhabitants.

22. Aware of the long time scales of the processes and reactions involved, and thus of the urgent need to strengthen natural processes, to continue mitigation activities and to start concrete measures for adaptation to the expected impacts of climate change in the Wadden Sea Area and to ensure the safety of the inhabitants of the region and the ecological integrity.

23. Aware that more knowledge is needed for adaptation and mitigation measures and therefore determined to improve the trilateral knowledge base and instruct the Board to

- Initiate a trilateral study on sustainable solutions to balance the expected sediment deficits on the basis of research questions specified by the CPSL.
- Initiate a project developing model spatial plans for pilot sites in the Wadden Sea region with the aim of developing a practicable spatial planning methodology to meet the challenges of climate change.
- Establish a working group focusing on increasing the adaptability of the Wadden Sea ecosystem and landscape to climate change, also responsible for coordinating and supervising the above studies.

As stated in §22, the authorities in the Netherlands, Germany and Denmark are aware of the urgent need to strengthen natural processes, to continue mitigation activities and to start concrete measures for adaptation to the expected impacts of climate change in the Wadden Sea Area and to ensure the safety of the inhabitants of the region and the ecological integrity.

With regard to research and modeling needs, the contents of §23 is based mainly upon the recommendations of the CPSL working group and relate to climate adaptation measures.

The Task Group Climate and Coastal Protection (TG-CC) has been established by the Wadden Sea Board (WSB) in order to implement §§21-23 of the Ministerial Council Declaration.

Two important elements are recognized that form the basis for the terms of reference for the TG-CC:

- Focus on measures: it is expected that the effectiveness of climate change adaptation for the Wadden Sea Area can be enhanced by exchanging knowledge, data and planning of measures. The TG therefore should be a trilateral platform to exchange views regarding the national programmes and processes concerning the insight in climate change and coastal protection, the *translation* of these insights into climate adaptation and coastal protection policies, and the *implementation* of these policies, e.g. the management of programs with concrete measures for climate change adaptation, such as the Dutch Deltaprogramme.

- Focus on knowledge: share the results of ongoing national climate change research programs, improve joint monitoring efforts and initiate trilateral studies on sustainable solutions for coastal protection, with emphasis on the relation of such solutions with nature protection and restoration development.

Tasks

- (1) Increase the linkage between climate change and coastal protection, nature protection, the adaptability of the Wadden Sea ecosystem and spatial planning (MCD §23; also relevant MCD §13). This task involves the trilateral exchange and collaboration on/in projects and activities dealing with climate change. First step will be the organization of workshop(s) to produce a trilateral overview of relevant national (research) programs focused on:
 - coastal protection management and governance
 - the adaptability of the Wadden Sea ecosystem and landscape to climate change
 - innovative concepts for coastal protection that are also beneficial for the Wadden Sea ecosystem
 - national climate change adaptation (policy) programs
 - translation of coastal protection management to monitoring and research needs
 - spatial planning related to coastal protection
- (2) Initiate a trilateral study on sustainable solutions to balance the expected sediment deficits on the basis of research questions specified by the CPSL (MCD §23). The initiation phase will first of all consist of a desk study with the aim of collecting and comparing already available knowledge, monitoring programs and identifying the main gaps regarding the questions specified by the CPSL. On the basis of the outcome of the study a research proposal must be developed, financing options explored and possible performing institutes and/or programmes identified.
- (3) Initiate a project developing model spatial plans for pilot sites in the Wadden Sea region with the aim of developing a practicable spatial planning methodology to meet the challenges of climate change (MCD §23). TG-CC will first evaluate existing and finished projects for their relevance for the spatial planning instruments recommended by CPSL, for example the ComCoast project. Making use of the experiences from these projects, TG Climate and Coastal Protection will develop proposals for projects and pilot sites suitable for testing relevant spatial planning instruments, explore financing options and identify and performing institutes.
- (4) Coordinate and supervise the above cooperation, exchange and studies (MCD §23). After the initiation of the projects mentioned under ii. and iii, TG-CC will be responsible for their overall coordination and supervision, including progress and quality control and regular reporting to the WSB. The CWSS (see 2.6), in consultation with the TG chairperson, will be responsible for the daily management.
- (5) Investigate the need for adapting TMAP so as to better monitor new challenges, e.g. climate change and its impacts (MCD §43).
- (6) Formulate proposals to the WSB, based upon the outcome of tasks i to v, for improving trilateral policy and management regarding adaptation of the Wadden Sea to climate change.

Composition

TG-CC will basically deal with three fields of expertise: coastal protection, nature protection and spatial planning. For the members it is essential that they are closely involved in national programmes dealing with these fields. It is important that the members of the TG are able to bridge the gaps between those involved in the climate change policy-making process, the scientific community and those involved in coastal zone management.

Output

- (1) Recommendations for improved trilateral climate change adaptation policy and management;
- (2) Good overview of and better tuning of climate change adaptation policy and management of the three Wadden Sea countries;
- (3) Successfully running (or finalised) projects on sand suppletion and spatial planning.

Budget

No additional financing needed. Travel costs to be carried by members. Facilitation costs from CWSS budget. Studies to be financed externally.

Reporting Schedule

- | | |
|------|--|
| 2010 | Formation of TG Climate and Coastal Protection. 1 meeting at end of year envisaged |
| 2011 | Initiation phase (tasks 1 – 3), tasks 4 and 5: 2 meetings and 1 workshop (task 1) |
| 2012 | Tasks 1, 4 and 5: 2 meetings and 1 workshop |
| 2013 | Tasks 1, 4 and 5 continued. Final reporting to WSB. 2 meetings and 1 workshop. |

Annex 3**Wadden Sea Shipping Task Group**

In October 2002, the Wadden Sea was designated as a Particularly Sensitive Sea Area (PSSA) by the International Maritime Organization (IMO), because of its outstanding universal value in combination with its vulnerability to international shipping activities, in particular the adjacent North Sea, being one of the world's busiest international shipping areas. The designation will thus assist the bordering countries in further protecting and using the area in a sustainable way.

The designation of the Wadden Sea PSSA is also seen as recognition of the extensive regime of protective measures already in place. Despite the considerable progress made in the improvement of shipping safety and the environmental protection measures intended to minimize maritime pollution, shipping will continue to be a potential source of risk for damaging the Wadden Sea and adjacent coastline.

The Sylt Declaration (§§27 – 38) encompasses a number of agreements on shipping with regard to the Wadden Sea PSSA. Central agreements were to establish within the already existing framework of the DenGerNeth Agreement a coordination mechanisms for issues related to the Wadden Sea PSSA and to instruct the Wadden Sea Board to discuss the PSSA Evaluation Report and further steps of implementation with the relevant competent authorities and develop a vision on the impact of shipping and ship's safety on the Wadden Sea PSSA.

In order to implement the agreements of the Sylt Declaration, a Wadden Sea Shipping Task Group (WSSTG) has been established by the Wadden Sea Board.

Task

The overall task of the Wadden Sea Shipping Task Group (WSSTG) is to develop a draft vision on the impact of shipping and ship's safety on the Wadden Sea PSSA for the 2013 Ministerial Council meeting in accordance with § 38 of the Sylt Declaration.

In particular the WSSTG is tasked to

- (1) Arrange the discussion on the results of the PSSA Evaluation Report and further steps of implementation with the relevant competent authorities.
- (2) Support the collection of relevant shipping and environmental data for the Wadden Sea PSSA within the TMAP, taking into account existing data bases.
- (3) Raise the awareness and education for the Wadden Sea PSSA and other relevant regulations to mariners and relevant stakeholders.
- (4) Investigate whether the competent authorities have completed the entries concerning the Wadden Sea PSSA in the charts.
- (5) Follow the steps and outcome of the project "Sub-regional risk of spill of oil and hazardous substances in the Baltic Sea" (BRISK) to encourage the competent authorities to consider transferring the experiences and methodological approach accordingly to the North Sea.
- (6) Assess potential risks with special regard to the development of wind parks on the North Sea, drawing on the information and experiences gathered in the framework of the BRISK project.
- (7) Coordinate the information exchange relevant for the Wadden Sea within the Bonn Agreement respectively, in order to ensure coordination between the Wadden Sea PSSA and the DenGerNeth Agreement.

- (8) Coordinate the information exchange between the responsible authorities and the implementation steps following the agreements of the Sylt Declaration.
- (9) Develop a draft vision for the Wadden Sea PSSA based also on the aforementioned points.

Composition

The WSSTG will be composed of a chair appointed by the Wadden Sea Board and 6 members, 2 from each country representing the responsible authorities of the DenGerNeth Agreement (one from each country) and the responsible authorities of the Trilateral Wadden Sea Cooperation (one from each country). The CWSS will act as secretariat for the WSSTG.

Output

- (1) Draft vision for the Wadden Sea PSSA for consideration by the Wadden Sea Board and subsequent submission to the 2013 Ministerial Council meeting.
- (2) Coordination DGN Agreement and Wadden Sea PSSA.
- (3) Assessment of the necessity to implement overall risk analysis for the Wadden Sea PSSA.
- (4) Integration of relevant shipping data into TMAP.

Budget

The WSSTG has to deliver a budget for the elaboration of the draft vision to ensure that the necessary expertise is made available for the drafting of the Wadden Sea PSSA vision.

Reporting Schedule

The WSSTG will deliver a draft vision on the impact of shipping and ship's safety on the Wadden Sea PSSA for the 2013 Ministerial Council meeting 6 months preceding this meeting, i.e. 1 April 2013.

The WSSTG will deliver a report on the workshop with responsible authorities and the further workshop with stakeholders until WSB 11-1.

The WSSTG will deliver a progress report on its activities including a proposal for the contents and approach to the development of the draft PSSA Vision to WSB 12-1.

Annex 4**World Heritage Task Group
Terms of Reference**

In June 2009 the Dutch-German Wadden Sea was inscribed on the World Heritage List by the World Heritage Committee. The Committee also adopted a Statement of Outstanding Universal Value, which forms the basis for the future protection and management of the Property. Further the Committee decided to encourage Denmark to nominate its part of the Wadden Sea as soon as feasible, to request the elaboration and implementation of a Tourism Development Strategy, to implement a strict monitoring programme to control invasive species, and, finally, to request Germany and the Netherlands to strengthen cooperation on management and research activities with States Parties on the African Eurasian Flyways.

The Sylt Declaration §§ 3-6

- Welcomes the inscription of the Dutch-German Wadden Sea on the World Heritage List and acknowledges the Statement of Outstanding Universal Value,
- Agrees to start in the forthcoming period a possible nomination of the Danish Wadden Sea and the nomination of the Hamburg Wadden Sea National Park,
- Instructs the Board to initiate and organize the development of an overall Sustainable Tourism Development Strategy for the Wadden Sea World Heritage Site, and as a first step to adopt a Wadden Sea Communication and Marketing Programme 2010-13,
- Engages a close cooperation with the African Eurasian Waterbird Agreement (AEWA) and establish cooperation for the protection and management of migratory birds relying on the Wadden Sea.

Furthermore, the Sylt Declaration instructs the Board to develop a common strategy for dealing with invasive species until the next Conference.

The Wadden Sea Board has established the World Heritage Task Group to coordinate and oversee activities and developments with regard to the Wadden Sea World Heritage.

Tasks

- (1) Elaborate, coordinate and oversee the implement of the Wadden Sea World Heritage Communication and Marketing Programme 2010 – 13.
- (2) Supervise the adherence to the Statement of Outstanding Universal Value.
- (3) Coordinate and oversee the elaboration of nomination basis for the possible extension of the World Heritage property.
- (4) Coordinate the activities with regard to the information on the property.
- (5) Coordinate the international activities of the Wadden Sea World Heritage.

Composition

The Task Group shall consist, in principle, of a representatives of the Federal Ministry for the Environment, Nature Conservation and Nuclear Safety (BMU) and the Federal Agency for Nature Conservation (BfN), state ministries and national park authorities in Germany, the responsible ministry and regional authorities in The Netherlands. The Task Group will be chaired by the WCSS.

Output

Annual Progress Report to the Wadden Sea Board on the Wadden Sea World Heritage property.

Budget

Communication and Marketing Programme.

Reporting Schedule

Progress statements to the meetings of the WSB.

Annex 5**Sustainable Tourism Strategy Task Group****Terms of Reference**

Final Version 24 August 2010

On 26th June 2009 the Dutch-German Wadden Sea was inscribed on the World Heritage List by the World Heritage Committee at its 33rd Session in Seville, Spain. The Committee in its decision requests the State Parties of Germany and the Netherlands to prepare and implement an overall Tourism Development Strategy for the property that fully considers the integrity and ecological requirements of the property and that provides a consistent approach to tourism operations in the property.

At the Sylt Conference (§5 Sylt Council Declaration) Ministers agreed to “instruct the Board to initiate and organize the development of an overall Sustainable Tourism Development Strategy for the Wadden Sea World Heritage Site, in order to meet the request of the World Heritage Committee, the Hamburg Wadden Sea National Park, and the Danish National Park, pending formal approval by its forthcoming board, and as a first step to adopt a Wadden Sea Communication and Marketing Programme 2010-13”.

The Sustainable Tourism Strategy Task Group (STSTG) has been established by the Wadden Sea Board (WSB) in order to implement the decision of the Wadden Sea Ministerial Council and to coordinate and support relevant ongoing activities in the field of Wadden Sea tourism and related communication and marketing.

Task

- (1) Elaborate, coordinate and implement a project for the elaboration of a draft Sustainable Tourism Development Strategy including an Action Plan as stipulated in the Sylt Declaration based on a participatory approach.
- (2) Promote and enhance the cooperation between the partners to further support and promote sustainable tourism including the exchange of relevant information and coordination of regional projects.
- (3) Coordinate and evaluate relevant communication and marketing activities including implementing joint campaigns and product development including further developing of the World Heritage brand with the partners.
- (4) Develop proposals for and coordinate the financing of relevant activities and seek appropriate funding.
- (5) Ensure coordination with activities in the field of tourism in the context of the World Heritage Convention and with activities of the World Heritage Task Group (WHTG).

Composition

The Sustainable Tourism Strategy Task Group shall be composed of representatives from relevant government authorities, the tourism sector and nature NGOs, i.e. two - four representatives per region (1-2 GO, 1-2 tourism and marketing sector depending on the regional structure) and 2 green NGOs (WWF, Waddenvereniging). Representation within and between the regions should be balanced and a regular participation in the meetings of the group should be ensured. Additional experts can be invited as appropriate to support the work.

A chairperson with experience in sustainable tourism will chair the group and report to the WSB.

The CWSS will act as secretariat for the STSTG.

Output

- (1) Inventory and baseline study of tourism in the Wadden Sea Region including anticipated market developments and market scenarios.

- (2) Draft Sustainable Tourism Development Strategy including an Action Plan for its implementation for approval by the WSB
- (3) Proposals for Joint Campaigns and other marketing activities.

Budget

The STSTG will operate within the regular budgets of the partners. For the elaboration of the Sustainable Tourism Development Strategy, joint campaigns and other marketing activities separate budgets will be developed and funded.

Reporting Schedule

December 2010:	Inventory and baseline study.
April 2011:	Draft Strategy to be discussed with stakeholders, input to 2 nd draft and action plan
September 2011:	Second draft and action plan to be discussed with stakeholders in regional meetings
December 2012:	Strategy including action plan to be adopted by stakeholders and WSB.
Mid 2013:	Presentation of Sustainable Tourism Development Strategy in the context of the World Heritage Convention.

Regular reporting to the meetings of the Wadden Sea Board including status reports on preparation of joint campaigns and coordination of ongoing activities including communication and marketing.