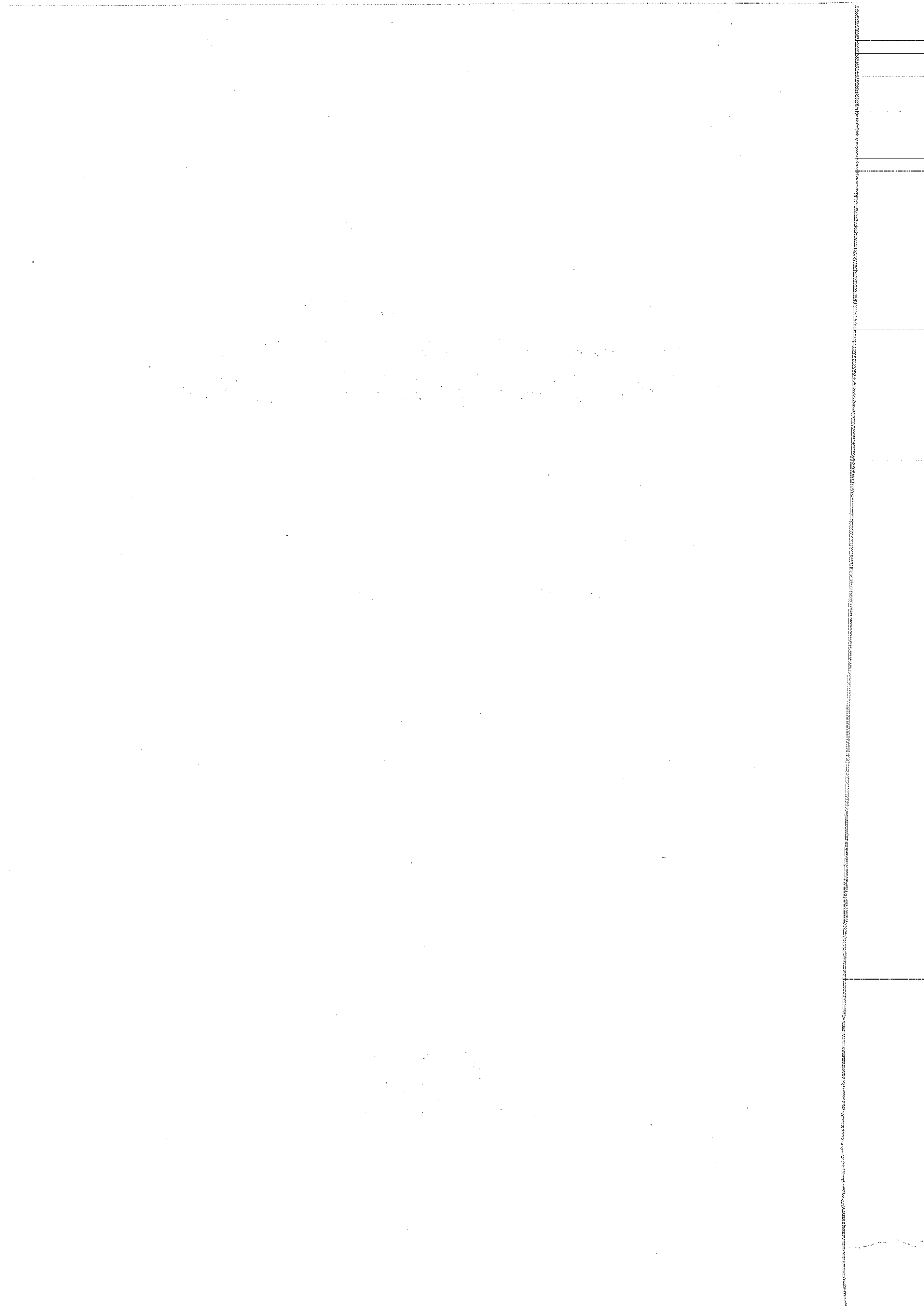


# External Review of the Wetlands Conservation Programme of Station Biologique de la Tour du Valat

By Jean-Yves Pirot and Ger Bergkamp

5 - 13 July 2000

**IUCN**  
The World Conservation Union



## Table of Contents

	<b>Executive Summary .....</b>	<b>iii</b>
	<b>List of Abbreviations .....</b>	<b>iv</b>
<b>1</b>	<b>Introduction .....</b>	<b>1</b>
<b>2</b>	<b>Mission Statement and Objectives.....</b>	<b>1</b>
2.1	Internal relevance .....	2
2.2	External and overall relevance.....	2
<b>3</b>	<b>Summary of Achievements in 1996-2000.....</b>	<b>2</b>
3.1	Wetland management.....	2
3.1.1	Main results in 1996-2000.....	2
3.1.2	Critical analysis .....	4
3.2	Training and capacity building.....	4
3.2.1	Main results in 1996-2000.....	4
3.2.2	Critical analysis .....	6
3.3	Publications .....	6
3.3.1	Main results in 1996-2000.....	6
3.3.2	Critical analysis .....	7
3.4	Wetlands policy.....	8
3.4.1	Main results in 1996-2000.....	8
3.4.2	Critical analysis .....	9
<b>4</b>	<b>Programme Management .....</b>	<b>9</b>
4.1	Partnerships: internal cooperation .....	9
4.2	Partnerships: external relations .....	10
4.3	Programme funding from 1996-2000 .....	10
<b>5</b>	<b>Strategic Considerations for 2001-2005.....</b>	<b>12</b>
5.1	Adapting to regional challenges .....	12
5.2	Programme planning .....	13
5.3	Programme evaluation and self-assessment .....	13
5.4	Programme development.....	14
5.5	Programme delivery.....	15
5.6	Financial management.....	16

<b>6</b>	<b>Main Findings .....</b>	<b>16</b>
<b>7</b>	<b>Recommendations .....</b>	<b>17</b>
7.1	Recommendations addressed to SBTdV as a whole .....	17
7.2	Recommendations specifically addressed to the Conservation Programme .....	18
7.2.1	Programme planning and management.....	18
7.2.2	Technical programme .....	18
	<b>Annex 1 Terms of Reference (June 2000).....</b>	<b>21</b>
	<b>Annex 2 List of people interviewed and/or met by the review team.....</b>	<b>23</b>
	<b>Annex 3 List of staff (1996-2000) .....</b>	<b>25</b>
	<b>Annex 4 List of publications (1996-1999).....</b>	<b>27</b>
	<b>Annex 5 List of external contracts (1996-2000).....</b>	<b>33</b>

## Executive Summary

This external review of the 1996-2000 Conservation Programme (CP) was commissioned by the Director General of Tour du Valat Biological Station (SBTdV) as part of the process for defining the Station's Programme for 2001-2005. *purpose*

The information included in the report is based on a collaborative effort involving a number of SBTdV personnel from both the conservation and research programmes. The Terms of Reference of the review were produced by SBTdV staff members in collaboration with the reviewers. The conclusions were drawn from semi-structured interviews with both CP and RP personnel, a random scan of a large number of documents produced by the CP, as well as from the analysis of quantified outputs listed in the tables included in Chapter 3. Collaboration continued beyond the July review to allow further exchange of data and finalisation of the report. *methodology*

With regard to its contribution to achieving the SBTdV Mission and objectives, the review considers that the CP has made important progress and has now become a vital element of the overall SBTdV Programme. Importantly, the programme components of the CP constitute an adequate response to some of the threats commonly identified as being responsible for wetland degradation in the Mediterranean. Therefore, the CP has dramatically enhanced SBTdV's effectiveness in fostering improved wetland conservation at the local, national and regional levels. *findings*

In terms of tangible results, achievements which must be praised include, for example, the development of a large set of technical documents for management guidance, training and communications purposes; the production of a number of wetland management and restoration plans in the Camargue and southern France; the training of a very large number of wetland managers and decision makers; and the CP's contribution towards establishing MedWet as an influential political and technical network for wetland conservation in the Mediterranean.

Since the 1994 review, the CP has contributed a new and valuable expertise to SBTdV, and helped to bridge the gap that traditionally exists between research and conservation objectives. Indeed, internal cooperation between SBTdV conservation and research teams has increased markedly compared to that which was apparent in the mid-1990s. Externally, the CP has undertaken many cooperative activities with a large number of major local, national and international partners that have an interest in policy, wetland management and training. Investments made in core funding have been used to support programme development and implementation, while at the same time allowing the CP to rapidly diversify its funding base.

Notwithstanding the above observations, the present review was somewhat hampered by the fact that the last SBTdV Strategic Plan dates back from 1991, and that no other external and internal evaluations of the CP and its main projects have been carried out since 1994. Such evaluations would have greatly helped in assessing the capacity of the CP to implement planned activities effectively.

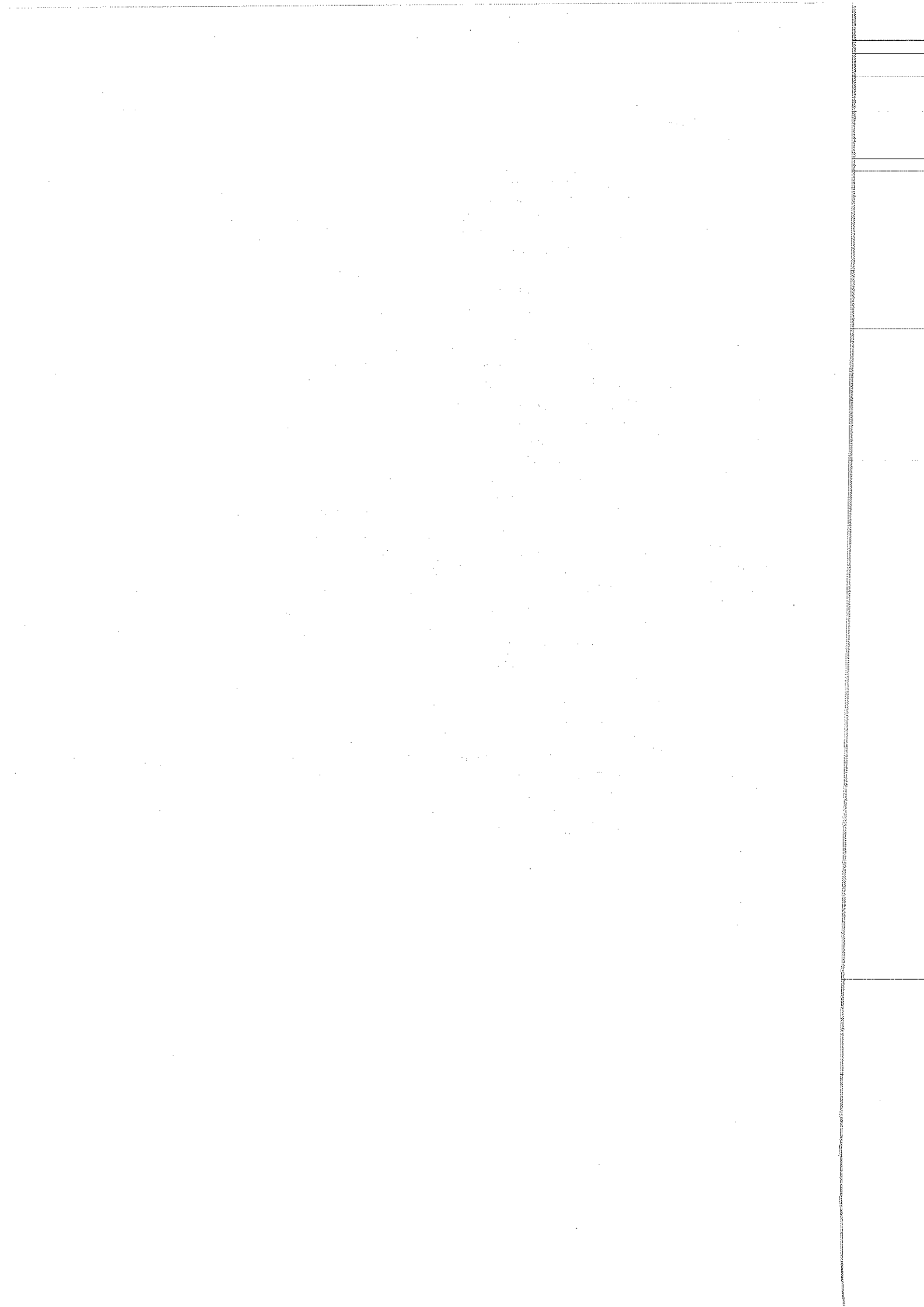
Therefore, the review feels that it is vitally important for the CP, its future effectiveness and technical reputation to acquire quickly its own "evaluative culture" that is supported by a structured learning process. For the CP this implies the production of regular assessments, scoping and planning documents; it also means adopting a set of new monitoring and evaluation procedures. The review is also convinced of the need for much greater investment in time and (core) resources to establish clear strategies in relation to, for example, applied-research topics in support of conservation, the production of management tools and training material, field operations, communications, fund raising, and financial management. However, the CP will only be in a position to achieve this if SBTdV as a whole succeeds in producing a comprehensive Strategic Plan for 2001-2005. *Recommendations*

Chapter 7 includes recommendations to foster programme development and cooperation along the lines discussed in Chapter 4 (Programme Management) and 5 (Strategic Considerations for 2001-2005). Attention is drawn on the fact that recommendations 1-3 are specifically directed at SBTdV as a whole.



## List of Abbreviations

ATEN	Atelier technique des espaces naturels
CBD	Convention on Biological Diversity (UNEP, 1992)
CEDARE	Centre for Environment and Development for the Arab Region and Europe
CIHEAM	Centre international pour les hautes études agronomiques en Méditerranée
CIP	Comité d'intégration des programmes ("Programme Coordination Committee")
CoDi	Comité de direction ("Programme Directors Committee")
CP	Conservation Programme
EKBY	Greek Wetland Centre, Thessaloniki (Greece)
ERN	European Rivers Network
FAO	United Nations Food and Agriculture Organisation
FRIEND	Flow Regions for International Experimental and Network Data, UNESCO
GEF	Global Environment Facility
GIS	Geographical Information System
GWP	Global Water Partnership
IME	Mediterranean Water Institute
IUCN	The World Conservation Union
MAP	Mediterranean Action Programme / Blue Plan
M&E	Monitoring and evaluation
MATE	Ministère de l'aménagement du territoire et de l'environnement, France
MEDALUS	Mediterranean Desertification and Land Use Programme
MEDTAC	Mediterranean Technical Advisory Committee (GWP)
MedWet	The Mediterranean Wetlands Initiative
MedWet/Com	The Mediterranean Wetlands Committee of the Convention on Wetlands (Ramsar, 1971)
METAP	United Nations Mediterranean Technical Assistance Programme
MIO/ECSDE	Mediterranean Information Office for Environment, Culture & Sustainable Development
MWN	Mediterranean Water Network
NGO	Non Governmental Organisation
RAC/SPA	Regional Activity Centre for Specially Protected Areas, Tunis (UNEP)
Ramsar	The Convention on Wetlands (Ramsar, 1971)
RP	Research Programme
SBTdV	Station Biologique de la Tour du Valat
SEHUMED	Sede para el Estudio de los Humidales Mediterraneos, University of Valencia (Spain)
UNCSD	United Nations Convention on Sustainable Development
UNESCO	United Nations Scientific and Cultural Organisation
UNEP	United Nations Environment Programme
UZH	Unité zones humides
WWF	World Wild Fund for Nature





# 1 Introduction

This external review of the 1996-2000 Conservation Programme (CP) was commissioned by the Director General of Tour du Valat Biological Station (SBTdV) as part of the process for defining the Station's Programme for 2001-2005. The Terms of Reference, the list of people interviewed and the composition of the CP team, the list of documents consulted (plus the full list of documents produced in 1996-1999 by the CP), as well as the list of CP projects from 1996-2000, can be found in Appendices 1-5.

The review was carried out by Ger Bergkamp (hydrologist) and Jean-Yves Pirot (ecologist), respectively Freshwater Management Adviser and Coordinator of the IUCN Wetlands and Water Resources Programme, based at IUCN Headquarters (Switzerland). Nancy MacPherson, Coordinator of the IUCN Monitoring and Evaluation Programme, provided detailed comments on the second and last draft of the review report.

evaluation team

The information included in the report is based on a collaborative effort involving a number of SBTdV personnel from both the conservation and research programmes. The Terms of Reference of the review were produced by SBTdV staff members in collaboration with the reviewers. The conclusions were drawn from semi-structured interviews with both CP and RP personnel, a random scan of a large number of documents produced by the CP, as well as from the analysis of quantified outputs listed in the tables included in Chapter 3. Collaboration continued beyond the July review to allow further exchange of data and finalisation of the report.

The spirit of collaboration was further enhanced by the fact that, being themselves involved in wetland conservation activities at the international level, the reviewers have already experienced on a day-to-day basis many of the challenges and constraints faced by the CP, whether these are political, technical, institutional or administrative. To further extend the collaboration, the review team stands ready to provide additional support to the CP. In particular, the team would be willing to assist in the production of the action plan that will aim at implementing the recommendations to be made by senior management and the Board in November, 2000.

The reviewers are confident that they have gained a reasonable understanding of the main achievements of the CP in recent years. This is so despite the short period of time allocated to this review, the impossibility of interviewing many outside partners, and the lack of visits to the main projects abroad. However, taking into consideration the considerable capacity of the CP to produce results, a very detailed review will need to take place in 2003 or 2004 (or approximately 18 months before the end of the forthcoming five-year plan) to provide SBTdV senior management and Board with a more comprehensive account of the progress achieved by the CP.

Review for 2003

The reviewers wish to thank very warmly all those in and outside SBTdV who have made their time and knowledge available to allow them to complete this assignment as smoothly as possible. They strongly hope that this report will contribute to strengthening the links between the SBTdV and the IUCN Wetlands and Water Resources Programme in the years to come.

## 2 Mission Statement and Objectives

The Mission statement of SBTdV for 1996-2000 is:

*"To halt and reverse the destruction and degradation of Mediterranean wetlands and their natural resources".*

✓

## **2.1 Internal relevance**

The CP has not invested much effort in defining its goals and objectives. The development of the existing programme components seems to have been based more on SBTdV's own endogenous experience with local and regional threats and/or opportunities, than on a formal situation analysis or strategic planning process.

In 1998, some efforts were made to rationalise the approach and a draft strategy was produced. In 1999, a second attempt was made to describe the goals, objectives and future activities of the CP in a logical framework. However, this effort has not yet resulted in the production of a final and official programme description. Such a description would have greatly helped in the assessment of the internal relevance of the programme.

This being said, the existing programme components<sup>1</sup> (and most past and current projects) appear to be consistent with the current Mission statement of SBTdV, as well as with Strategic Objective 2 (transferring knowledge, demonstrating viable alternatives to the non-sustainable use of wetlands) and Strategic Objective 3 (influencing decision makers, working in partnership) adopted for 1996-2000.

## **2.2 External and overall relevance**

At the local and national levels, the CP provides significant support to a number of major French institutions responsible for the management of wetlands and coastal habitats. The activities of these institutions form part of the government and regional authorities' mandates to improve land management and conservation and implement the recommendations adopted by several environmental treaties, e.g. the Convention on Wetlands (Ramsar, 1971) and the Convention on Biological Diversity (CBD).

In the Mediterranean, the CP fulfils an important part of the SBTdV Mission statement by addressing issues at the regional level and by implementing a diverse set of conservation activities outside France. Moreover, SBTdV's conservation work is also potentially globally relevant because the CP takes remedial actions against wetland degradation in ways that are consistent with the Joint Work Plan between the CBD and the Convention on Wetlands.

## **3 Summary of Achievements in 1996-2000**

### **3.1 Wetland management**

#### **3.1.1 Main results in 1996-2000**

This programme component has focused on two key areas: the development of site-based management and technical assistance to the management of sites. Two activities regarding site-based management are not strictly the sole responsibility of the CP: the management of the Tour du Valat Estate (under formal management since the 1980s) and the management of the Vigueirat (since 1992) although references to the latter invariably link it to the work of the CP. Both these sites, however, provide valuable inputs to the work of the CP, especially in relation to training and capacity building activities. Technical assistance to site management generally focuses on the development and implementation of a management planning methodology, the definition of management alternatives, and the transfer of knowledge to other sites through the exchange of expertise or through training.

In contrast, other sites have been managed by the CP (e.g. Vistre) and work on a new site in the Golfe de Fos, Sollac, was initiated in 1995. This 600 ha marsh is not protected and can potentially be developed for industrial use. Sollac is managed jointly by the USINOR Group and the CP. The input

---

<sup>1</sup> The existing programme components are: policy for sustainable wetland use, development of tools and methodologies, application of management expertise in the field, and capacity building and training.

of the CP has focused on the development and application of a management plan, scientific monitoring and communications activities. This project has involved both CP and RP staff members and is considered to be a strategic innovation within the CP. The Sollac project has required only a limited financial investment (in the order of ca. 5 % of a total budget of FRF 1, 608,000), when compared to the Vigueirat project (on average 30% of core funding invested). The future of the Sollac project is, however, uncertain as ownership of the project by USINOR is not assured despite the national recognition given to the project, which was awarded the Prix Eco-Gestion in 2000.

**Table 1** Overview of the main site-based management activities (1996-2000)

<b>Vigueirat (France)</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
Staff time SBTdV CP (pers./month)	67	84	70	84	71
Staff time SBTdV RP (pers./month)	1	1	1	1	1
Total project budget (FRF x 1,000)	1, 065	1, 580	1, 643	1, 955	2, 000
Core funding SBTdV (FRF x 1,000)	91	610	408	485	400
Number of people trained / visitors	627	478	884	957	450
Management plan development (yes/no)	Yes	Yes	Yes	Yes	Yes
Management of site by SBTdV (yes/no)	Yes	Yes	Yes	Yes	Yes
Number of main partners	8	8	9	10	12
<b>Sollac Marsh (France)</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
Staff time SBTdV CP (pers./month)	5.3	6.7	6.2	6.0	4.8
Staff time SBTdV RP (pers./month)	0.5	0.5	0.5	0.5	0.5
Total project budget (FRF x 1,000)	202	273	275	252	304
Core funding SBTdV (FRF x 1,000)	0	50	0	0	30
Number of people trained	50	135	350	185	?
Management plan development (yes/no)	Yes	Yes	Yes	Yes	Yes
Management of site by SBTdV (yes/no)	Yes	Yes	Yes	Yes	Yes
Number of main partners	4	9	9	12	12
<b>Goksu Delta (Turkey)</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
Staff time SBTdV CP (pers./month)	1.5	1.5	0.2	0.1	0
Staff time SBTdV RP (pers./month)	0.5	0.5	1.0	0.5	0.2
Total project budget (FRF x 1,000) *	?	?	?	?	?
Core funding SBTdV (FRF x 1,000)	41	78	35	35	0
Number of people trained	80	35	0	4	2
Management plan development (yes/no)	No	Yes	Yes	No	No
Management of site by SBTdV (yes/no)	No	No	No	No	No
<b>Karavasta Lagoon (Albania)</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
Number of main partners	?	?	?	?	?
Staff time SBTdV CP (pers./month)	4,0				
Staff time SBTdV RP (pers./month)	2,7				
Total project budget (FRF x 1,000)	638				
Core funding SBTdV (FRF x 1,000)	0				
Number of people trained	2				
Management plan development (yes/no)	Yes				
Management of site by SBTdV (yes/no)	No				
Number of main partners	8				
<b>Secovjle Salinas (Slovenia)</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
Staff time SBTdV CP (pers./month)			0.5	2.3	0.5
Staff time SBTdV RP (pers./month)			0	0	0.3
Total project budget (FRF x 1,000)			30	160	210
Core funding SBTdV (FRF x 1,000)			30	0	30
Number of people trained			0	50	2
Management plan development (yes/no)			Yes	Yes	Yes
Management of site by SBTdV (yes/no)			No	No	No
Number of main partners			5	5	6

\*: in 1988-1997, the CP has provided 1.2 M FRF to the project and contributed to raise 2.0 M FRF for its main partner, the Society for the Protection of Nature (Dogal Hayati Koruma Dernegi - DHKD).

Site-based work outside France was mainly carried out within the framework of the MedWet 1 and 2 projects. SBTdV, in collaboration with partners including WWF, worked on the development of management plans for several sites in Morocco (Merja Zerga), Tunisia (Sebkha Kelbia), Turkey (Göksu Delta), Albania (Karavasta Lagoon) and Slovenia (Secovjle Salinas), with varying degrees of success. Irrespective of the outputs achieved, little follow up seems to have been done since the closure of some of these projects (especially those in North Africa). In retrospect, some projects have delivered limited added value in terms of planning and management. The key reasons for limited success seem to be the absence of good partners, both at the local NGO level and at the national or local government levels, as well as the short amount of time allocated by the contract to working in several of the above countries or sites.

### **3.1.2 Critical analysis**

With its significant experience in protected area management, SBTdV has a unique niche in improving the management of specific sites around the Mediterranean. In addition, the first initiatives launched to widen this approach to non-protected areas and multiple use issues are most encouraging. Taking advantage of all the opportunities encountered, the CP has developed a number of innovative projects (e.g. Sollac and Vigueirat) which have provided the basis for the development of cooperative linkages between the CP and the RP. However, many of the past and current site-based activities seem to lack a structured learning process, both at the site itself and between sites (via exchanges of experiences). Up until now, learning from field activities seems to have been implicit and *ad hoc* at a time when many conservation and development organisations have recognised the importance of working on the basis of “lessons learned”. Without a structured effort to capitalise on field results, the innovative nature and added value of the site-based approach are rather unclear. Several projects abroad seem to have been rather unsuccessful, indicating perhaps that they had weak social components and that no local partner(s) had been selected to spearhead efforts on the ground. A similar problem is apparent with the Vigueirat and Sollac projects, where the commitment to and ownership of the projects by the main partners are rather weak. In general, there seems to be little application of concrete lessons learned from the establishment and management of most field activities.

The artificial separation of two important site-based activities, the Tour du Valat Estate and Vigueirat (the latter to a lesser extent), contributes to a sub-optimal capitalisation on experiences and hence limits the transfer of lessons learned to sites elsewhere. Most active field projects are currently located in (or around) the Camargue, and only limited technical support is given to wetland management in other countries. It is important that the CP capitalises on current field activities in France and uses lessons learned to strengthen its site-based management support elsewhere in the Mediterranean. Also, the high level of institutional investment in site management, an activity that may not form the core business of the CP, requires that attention be paid to learning from these experiences for future application in other situations. Finally, several tools, techniques and disciplines that play an important role in the development and implementation of management plans are often not employed, including e.g. GIS, hydrology, land use and cover change analysis, social and economic analysis.

## **3.2 Training and capacity building**

### **3.2.1 Main results in 1996-2000**

The training component was initiated in 1993 as part of the MedWet 1 project. The component aimed to promote the development of a training policy and introduce wetlands management considerations into the curricula of French and Greek training institutions. From 1996-2000 more emphasis was placed on the transfer of training modules and the training of partners and decision makers throughout the Mediterranean. Most training efforts (ca. 70% and 40% of staff time for the CP and ATEN respectively) are still targeted at building the capacity of a large number of protected area managers, especially with regard to the development and implementation of management plans. Other activities were designed to produce a second generation of training materials (by adapting the original ones to national contexts), to build institutional capacity through the analysis of training needs and the development of training programmes, and to build capacity to allow the CP to respond quickly to partners' training requests.

Between 1996-2000 more than 800 people from both Mediterranean and African countries have benefited from the training programmes of SBTdV and its new partner, the Atelier technique des espaces naturels (ATEN, see below). Every year, an average of 3-6 training courses are organised in France by the CP, 2-3 courses are delivered through ATEN and 1-2 courses are organised abroad in cooperation with government institutions or NGOs. This represents a significant achievement.

At the national level, most efforts have been directed towards: 1) training managers and decision makers in new technical fields; 2) developing new modules for dissemination and/or duplication throughout the Mediterranean; and 3) working with ATEN to develop a capacity building strategy for wetland management training (70% of staff time). This latter area of work has included wetland management training in relation to implementation of the (French) National Wetlands Strategy, finalisation of the wetland-training module on management planning, and several major publications.

Partnership with ATEN has strengthened considerably the training component of the CP and both broadened and increased the number of CP partners. Partnerships have been strengthened considerably with, for example, the Conservatoire du Littoral et des Rivages Lacustres, UNEP RAC/SPA (Tunisia), the French Ministry of Environment, a number of French Embassies and the Ramsar Convention, while new ones have been established (e.g. FAO). This has allowed the CP (/ATEN) to define a training programme for protected area managers in Morocco (to be implemented through a forthcoming GEF project) and to design a broad training programme for six Mediterranean countries (Albania, Egypt, Lebanon, Morocco, the Palestinian Authority and Tunisia) as part of the new MedWet Coast project. The CP (/ATEN) has also participated in the Danone/Ramsar project to train wetland managers in French speaking countries in Africa (Algeria, Burkina Faso, Cameroon, Côte d'Ivoire, Gabon, Madagascar, Mali, Maurice, Mauritania, Niger, Senegal and Chad).

The preparation of training modules has most often been funded through core SBTdV funds. Partnership with ATEN has allowed the CP to secure training components of large projects. As a result, more training documents will be produced. Participation in these large projects has also allowed the CP to hire one full-time training expert and a part-time support staff member.

**Table 2** Overview of training and capacity building activities (1996-2000)

Countries	FR/TUR/ IT/GR/ES	FR/TUR/ ALG/TUN( Med)	FR/MAR/( Med,ALG, TUN)	FR/SLO/(T UN)	FR/POR/ TUR/ (Africa)
<b>People trained at SBTdV</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
Number of training courses	3	4 (2)	4 (3)	3 (2)	3
Average length of training courses (days)	7	5 (5)	5 (5)	5 (5)	5
Number of students trained	60	80	80	90 (5)	80
Number of wetland managers trained	10	20 (20)	30 (30)	0	40
Number of decision makers trained	20	10	10	0	10
<b>People trained by SBTdV elsewhere</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
Number of training courses	3	3	1 (2)	1	3 (1)
Average length of training courses (days)	4	5	4 (2)	4	5 (14)
Number of students trained	0	0	0	0	0
Number of wetland managers trained	40	40	10	15	20 (8)
Number of decision makers trained	40	50	17 (2)	25	20 (8)
<b>Staff time</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
SBTdV CP/ATEN staff time (pers./month)	22	7.5 (6)	7 (12)	10.5 (12)	9 (12)
Partners' staff time (pers./month)	0	30 ?	20 ?	40 ?	60 ?

Note: figures in brackets give results achieved through the CP/ATEN partnership.

### **3.2.2 Critical analysis**

The training component of the CP has developed several training modules that are widely recognised internally and externally as being of a high standard. Based on this, an extremely large number of people have benefited from high quality training. The high quality can be attributed, at least partly, to the fact that most SBTdV trainers also continue to work on conservation and/or research issues. Training delivered by SBTdV also has the great advantage of being based on field experience, an essential prerequisite for the training of field personnel. Adaptation of the training modules to local conditions in other countries, including production in local languages, has contributed a great deal to making this training component a real success. The training component has allowed the development of a close collaboration with several partner organisations, nationally and abroad. Internally, it has provided the opportunity for closer interaction between the CP and the RP.

Currently, however, there are little quantitative data either on the effectiveness of the various training courses or on the application of the tools and methodologies provided. This information is essential to continue to justify what are quite considerable investments of core funding and human resources that are required to prepare and deliver (often tailor-made) training programmes. Assessment of the effectiveness of these training activities must become a priority, and the work currently done by ATEN on training evaluations should be used to further improve this component. Indeed, CP staff members are much aware of the need to evaluate in great detail the effectiveness of the training component and to produce a training strategy. This awareness is especially timely as new projects (MedWet Coast and MedWet Regions) will offer opportunities to broaden the training work.

To date, the training component has mainly focused on training managers and decision makers who are more or less directly involved in wetlands management. In contrast, little effort has been devoted to maintaining close links with course participants to further expand the SBTdV network in the Mediterranean. An "Alumni Network" of course participants exists only in France. This network meets once a year to exchange views on new issues and training needs. Similar networks should be developed elsewhere to cover eventually the whole Mediterranean region.

## **3.3 Publications**

### **3.3.1 Main results in 1996-2000**

From 1996-2000, the CP has further developed the MedWet series of publications initiated in the early 1990s. To date, there are nine books on various themes, such as the management of aquatic vegetation or colonial waterbirds, salinas conservation, and water issues in the Mediterranean. The next issue (No 10) on hydrology is about to be published.

Currently, there are more than 30,000 (!) MedWet books available in stock. The dissemination of these books has taken place relatively slowly in recent years, after an executive decision was made to recover some of the production costs (it seems to the review that this is an unproductive strategy). The low dissemination rate may also be due to the lack of a clearly identified target groups, a problem that stems from the fact that no one within the CP is effectively responsible for this activity. The response to the questionnaire included in the books is very positive, if also limited. This seems to indicate that the books fill a certain gap, especially through providing high quality information to non-scientists. The adequacy and further use of the MedWet books is currently not very clearly defined, as they are designed both to communicate SBTdV's technical competence (as a technical MedWet Centre) and to raise awareness

**Table 3** Overview of publication activities (1996-2000)

<b>MedWet publications</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
Number of books in the MedWet Series	4	1	1	0	1
Others	4	1	2	1	0
Number of books produced	20000	5000	5000	0	7500
Number of books sold / given free of charge*	114/721	262/642	171/1337	510/824	199/220
<b>Popular articles (magazine, newspapers) by CP staff **</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
Published in France	11	11	8	6	7
Published at international level	6	1	6	2	9
<b>Scientific articles (co) authored by CP staff **</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
Published in France	2	1			
Published at international level					2 ?
<b>Other documents</b>	<b>1996</b>	<b>1997</b>	<b>1998</b>	<b>1999</b>	<b>2000</b>
Number of project / technical reports produced **	6	10	5	?	?
Number of management plans produced **	3	1	1	1	2
Number of training books and modules produced	8	2	0	4	4

(\*) : for 1996 only estimates are given; for 2000, numbers up to June.

(\*\*) : figures extracted from SBTdV annual reports.

or build capacity on critical Mediterranean wetland conservation issues. A number of MedWet books addressing issues outside the field of expertise of SBTdV have been written by outside experts to broaden the scope of the technical issues from those dealt with in the mid-1990s. This strategy could be continued once the target audience for the MedWet books is better defined.

Other published materials include training modules in various languages, management plans and specific publications journals. The CP has published a fair number of publications in popular magazines or newspapers intended for policy and decision makers, but far fewer articles in scientific or technical periodicals.

### 3.3.2 Critical analysis

The MedWet publications produced so far are widely recognised as being of high quality and the MedWet Series is known by the wetlands conservation community throughout the Mediterranean region. The books and most other material published are produced in an accessible style with good illustrations and excellent photographic material. A considerable amount of time and resources have been invested in producing a diversity of written materials, such as those published under the "guidebook" series. A number of the "guidebooks" have been produced by outside experts, but in general publications result from cooperation between the research and conservation teams of SBTdV. In addition, the CP publication list includes a large number of other publications, including booklets, guides, and management planning documents produced in a diversity of languages. These are all very useful products because they mostly summarise experiences gained in the field.

Despite the existence of valuable products, the publication component (and also the entire CP) currently lacks a clear communications strategy describing SBTdV's vision, objectives and, above all, the CP's expected communication products, outputs, impacts, targets and target groups. Obviously, such a strategy should be based on a thorough analysis of the effectiveness of past communications products and overall output. This exercise would provide a response to questions such as: why this type of publication, on what subjects, for and with whom, how, when etc. ? This communications strategy should also be intended to contribute to establishing clear linkages between programme components.

The image of SBTdV is often blurred because it plays a number of different roles at the same time, such as that of a donor, a technical advisor, a policy maker, a lobbyist or even an estate manager. These different roles are often hard to differentiate, in part due to the limited diversity of current communication products of SBTdV. For example, most communication is either personal or through existing SBTdV communication products, with little or no investment made in producing, for example, "white"/position papers, a conservation newsletter or an effective website. Currently, only limited communications exist with non-wetland groups, such as catchment managers, agricultural engineers, and infrastructure/dam developers and managers.

Given the number and the high quality of staff working for the CP, the review was surprised to see that very few scientific papers have been produced in the past five years. It is recognised, however, that the publication record of the CP is far above existing standards in the conservation arena.

### 3.4 Wetlands policy

#### 3.4.1 Main results in 1996-2000

Wetlands policy activities have focused on the elaboration of local, national or international policies in relation to sustainable wetland management.

At the national level in France the CP has provided substantial input into the development of the National Wetlands Action Plan since 1995. Under the French Ministry of Environment (MATE), the CP has recently become involved in the establishment of "Wetland Focal Points" responsible for implementing the Action Plan. The CP will be directly responsible for one of these focal points under the "Pôle Lagunes" project, currently at a very early stage of development with support from the core CP budget. Future funding from MATE is uncertain and securing the contract may require a fair amount of lobbying. In theory, the project could develop an excellent methodology for implementing the Action Plan on the whole Mediterranean coast of France (plus Corsica). Moreover, the project could foster greater integration between the CP and RP teams, as the latter has also identified coastal lagoons as a priority habitat for future research.

Other work carried out in the 1992-1995 period, under the EU-funded "Unité zones humides" (UZH), has focused on the development of EU policy for the wise use and conservation of wetlands. This has been an extremely useful initiative which unfortunately has not led to the intended results, partly because of the departure of the wetlands focal point in Directorate General XI of the European Commission. Within the Mediterranean, the CP has provided major input into the MedWet Strategy that was endorsed in 1996, and contributes regularly to MedWet/Com and to policy discussions within various networks, in particular the Mediterranean UNCSD and MEDTAC (GWP).

**Table 4** Overview of wetland policy activities (1996-2000)

National policies (France)	1996	1997	1998	1999	2000
Number of workshops/meetings organised		1			1
Number of policy fora attended			1	1	1
Number of wetland policies (co)produced				1	
Number of policy reviews (co)produced					
Mediterranean / Europe policies	1996	1997	1998	1999	2000
Number of workshops/meetings organised	1				
Number of policy fora attended	1	2	2	2	1
Number of wetland policies (co)produced	1			1	
Number of policy reviews (co)produced					
International / global policies	1996	1997	1998	1999	2000
Number of workshops/meetings organised					
Number of policy fora attended	1			1	1
Number of wetland policies (co)produced					
Number of policy reviews (co)produced					

Note: prior to 1998, only estimates are given.



### 3.4.2 Critical analysis

In the 1950s-1970s, SBTdV played a major national and international role in policy and advocacy for wetlands conservation, and its current expertise means it is even better suited to support, either directly or indirectly, the production of policies based on both sound scientific knowledge and field realities. Linkages with key players in the international wetland conservation arena (e.g. Ramsar and MedWet, IUCN, WWF) have been nurtured very carefully for several decades and access to these networks can take place easily.

Yet despite the strong platform for policy work and the efforts made in the mid-1990s to contribute to the development of policies, the results achieved so far are few. This means that the CP is probably not yet considered to be a major policy player in the Mediterranean region, a fact that is undoubtedly due to the failure of the CP to invest a critical amount of time and resources in policy development (only ca. 10% of core resources are allocated for this work). However, it is worth stressing that progress in policy development often takes place extremely slowly, irrespective of the adequacy of the guidance provided, and set backs occur frequently. Furthermore, return upon investments can be altogether quite slim.

Therefore, in the years to come, the CP should carefully consider how it should become involved in developing and advocating policies for the conservation of wetland (and other) ecosystems. To this end, the CP should undertake a detailed review of opportunities for new policy work, working in cooperation with the other MedWet Centres and some governments, with the aim of delivery of results under MedWet and the Joint CBD/Ramsar Work Plan.

In doing so, careful attention should be paid to linking policy development with implementation on the ground. At present, site-based management activities in France and elsewhere do not seem to feed back into regional and national policy debates (and vice versa), and this may contribute to the perception that the policy work of the CP is somewhat *ad hoc* and rather uncoordinated. However, developing a coordinated set of activities to bridge the gap between policy and implementation of conservation measures on the ground would potentially generate results that are larger and, importantly, far more effective than the simple sum of isolated actions. Attention should be paid, though, to assessing the implications of implementing on the ground those policies in which the CP has little experience so far, such as policies on water resources and catchment management.

Lastly, considering the fact that the CP will never be in a position to devote significant efforts to policy development, investments in this area of work would greatly benefit from enhanced and active cooperation with other conservation institutions (IUCN, WWF, national NGOs, and others) which already have their own policy agenda and good connections with key players in governments.

## 4 Programme Management

### 4.1 Partnerships: internal cooperation

The late 1994 review indicated that some staff members inside SBTdV viewed the CP as a second level programme and stressed the need to abolish this discrimination to ensure closer interaction between the RP and CP. Although one or two of such concerns were raised again during this second review, there are now clear examples that demonstrate the significantly improved cooperation between the two programmes.

Indeed, integration between the CP and the RP has increased during the last five years, especially in relation to research activities taking place at several conservation sites in France. However, there is still little cooperation outside France, although the RP has provided support to training activities in other countries upon request. Good examples of projects where effective cooperation was established include the Vistre, Vigueirat and Sollac projects. The successful collaboration at these sites is due to the fact that the CP was formerly more involved in policy and training activities (under the MedWet

projects in the early 1990s), while the site-based portfolio of "French" projects has a more recent origin. There has also been a cooperative development of the CP tool-kit, and several publications have been co-authored by staff members from both programmes. In addition, several staff members are shared between the two programmes.

However, the RP generally considers that it benefits little from integration, as most CP projects include only a very limited amount of scientific research. CP projects are still too often designed in isolation when in fact they should build on the strengths of both research and conservation programmes. Another argument for better cooperation is that the CP considers integration to be an important factor in its competitive advantage over consultancy firms and other NGOs.

Current cooperation is mostly driven by personal technical interest and/or by opportunities which have arisen by chance. This patchy pattern of collaboration is probable due to the fact that there is no clear strategy for establishing cooperation at the programmatic and project levels. This is partly linked to the lack of any incentives within SBTdV to integrate, either in the form of financial resource allocations or in the form of institutional and/or professional "recognition". A further obstacle that is often mentioned is the lack of effective communication between the two programmes.

While most people interviewed indicated that more CP/RP cooperation is desirable, the processes by which better integration could be achieved, as well as the expected benefits from enhanced cooperation, are not clear. At present, a lack of vision and strategy regarding the integration of CP and RP programmes is apparent.

## **4.2 Partnerships: external relations**

In France and throughout the region, the CP implements its programme in partnership with a very large number of local authorities, university departments, NGOs, regional and national governments, and international institutions. The EU-funded MedWet 1 and subsequent MedWet projects have played an important role in assisting the CP to establish many worthwhile contacts with political and technical partners, the private sector, and bi- and multi-lateral donor agencies. This undoubtedly demonstrates that, within a relatively short period of time, the CP has developed a significant capacity for networking.

On the other hand, cooperation with the other MedWet Centres in Thessaloniki (EKBY) and Valencia (SEHUMED) appears to be rather limited and/or opportunistic. Likewise, discussions during the review have provided little information on potential future partnerships with institutions responsible for agriculture, water management, infrastructure development and maintenance, land use planning etc. It is vital that working relationships are strengthened with such institutions if the important issues that relate to conservation outside protected areas and/or at the catchment level are to be tackled.

## **4.3 Programme funding from 1996-2000**

From 1996-1999 (Table 5), excluding the 1996 MedWet 1 budget (FRF 3,788,000), the annual CP budget has increased from FRF 4,720,000 to FRF 5,630,000 (+ 19%). Since project income has, on average, remained stable at (approximately) FRF 2,813,000 per year, the increase in the overall CP budget is due to an increase in core funding, which has grown from (approximately) FRF 1,800,000 in 1996 to FRF 2,700,000 in 1999 (+ 50%). However, these figures have to be viewed with caution because the project overhead policy introduced in 1998 tends to increase the percentage of core funding received. In 2000, forecasts indicate a major increase in the CP budget, which is mainly due to the implementation of the MedWet Coast project. These figures indicate that the CP has a very favourable and secure funding base in comparison, for example, to many other conservation NGOs whose income is mostly derived from project contracts.

Core funding is used to provide additional resources to all programme components, as appropriate, but the field projects and the training programme benefit most. It is striking that policy activities are

mostly supported by the core budget (on average 10% of core allocations). Core funding is also invested in the development of new projects. For example, from 1996-2000, a total of FRF 600,000 has been spent for the development of the MedWet Coast project, of which only US\$ 150,000 (FRF 400,000) had been budgeted by the Global Environment Facility (GEF).

**Table 5** Overview of finances 1996-2000 (in 1,000 FRF)

	1996		1997		1998		1999		2000	
	Core	Projects	Core	Projects	Core	Projects	Core	Projects	Core	Projects
Wetland management	860	2,677	926	1,824	1,106	1,981	1,005	2,355	1,192	2,337
Training	591	1,212	519	624	882	667	1,012	468	1,043	1,482
Publications	199	2,807	260	69	439	227	402	97	556	260
Policy	130	36	121	0	241	0	291	0	240	26
Total core/project	1,777	6,731	1,826	2,517	2,667	2,874	2,711	2,919	3,031	4,105
Vigueirat project	200	975	610	970	410	1,200	485	1,400	480	1,200
Total (- Vigueirat)	1,577	5,756	1,216	1,187	2,257	1,674	2,226	1,519	2,551	2,905
Overall total	4,720 (8,508)*		4,343		5,542		5,630		7,136	
Projects (n)	18		14		13		11		11 (Sept.)	

Notes: being approximations, the above figures should not be used for accounting purposes; figures for 2000 are forecasts.

\* number in brackets indicates the overall 1996 budget including the FRF 3,788,000 contribution of the MedWet 1 project.

From 1996-2000, the number of externally financed projects has declined from 18 (1996) to 11 (1999). Given the relative stability of project income, this indicates a gradual change to larger externally-funded projects, with an increase in the size of individual contracts from FRF 160,000 (1996) to FRF 270,000 (1999), when excluding the MedWet Coast contract of FRF 10,7 million received in 1999. In the period under consideration, the main donors have been the city of Arles, Conseil Général, Conservatoire du Littoral, MATE, ATEN, Sollac-Fos, Procter & Gamble, the European Commission and GEF (Appendix 5). This indicates that the financial base of the CP is relatively diversified.

The accounting system set in place in 1998 allows the CP to monitor its overall financial status, but financial supervision of the CP budget on a monthly basis is not yet possible. This may explain why in some years considerable over or under-spending has occurred, as for example in 1999 when the CP only spent 80% of the core funding previously budgeted for that year. Another example is the MedWet 1 contract for which a large proportion of the budget had to be spent in the last year of the project. The financial system will be upgraded in 2001 to monitor financial flows on a monthly or yearly basis.

## **5 Strategic Considerations for 2001-2005**

### **5.1 Adapting to regional challenges**

In many parts of the Mediterranean region, unsustainable use of wetlands, water resources and surrounding agricultural areas is widespread. Agricultural production, accounting for 70% of all water uses, has led to a dramatic over-exploitation of both underground and surface waters. Unsustainable water use is also exacerbated by the demographic growth taking place in southern countries, by the expansion of urban areas (especially on the coasts), by an annual influx of 150 million tourists in the drier seasons, and by salt water intrusion in coastal areas. Urban and industrial effluents and agricultural runoff, loaded with nutrients and other chemicals, contribute further to the degradation of Mediterranean freshwater resources.

Increasingly, water management issues are considered to be among the most critical issues that need to be addressed if sustainable development is to be achieved in the Mediterranean basin. Other issues perceived as being critical include, for example: climate change, invasive species, tourism development, and a wide range of socio-economic and legal issues related to the management of freshwater ecosystems.

In the Mediterranean, traditional approaches to the conservation of freshwater biodiversity have largely been focused on conserving species and establishing various forms of protected areas, including nature reserves, national parks and Ramsar sites. It is increasingly becoming apparent, however, that freshwater biodiversity cannot be effectively conserved in protected areas alone. Growing awareness of this in the Mediterranean has resulted in the initiation, development and implementation of new natural resources management approaches. These include, for example, integrated catchment management, ecosystem management, and integrated water resources management. Although a number of programmes have been designed at national and regional levels to implement these approaches, much remains to be done to reduce the impact of unsustainable land-based activities upon freshwater, coastal and marine resources.

SBTdV is particularly well placed to contribute to the development of effective responses to some of the emerging issues briefly described above. Obviously, it will take time to acquire knowledge and establish key partnerships, for example with water management constituencies. To respond to emerging issues, SBTdV will have to establish new scientific linkages in areas of expertise not currently available within the existing research and conservation teams. Over time, it will also need to modify the technical profile of these teams to allow the development of specific in-house expertise, for example on socio-economic issues, while strengthening existing areas of work, such as hydrology and GIS.

To bridge the gap between the current areas of work and the emerging issues, the SBTdV should fund prospective studies on new issues (e.g. water issues and minimum flow requirements of ecosystems and/or species, wetland economics, agricultural/perverse incentives, conflict resolution and equity issues, legal issues, wetland restoration, constructed wetlands). Issues chosen should be those that are of interest to several of the research and conservation programmes and projects. This exploratory work would help to guide SBTdV strategic thinking in areas outside the current research and conservation briefs. Funding for such prospective studies could be provided through allocations from the core budget to support consultancies aimed at scoping potential actions and mapping the course for the establishment of new partnerships.

The outcome of this exercise would feed into the forthcoming SBTdV Strategic Plan, especially in the sections describing regional trends and SBTdV's niche, relevance, partnerships, etc. Indeed, the review is convinced that the CP cannot undertake this work alone, and that acquiring a new "vision" for addressing regional challenges should form an integral part of the on-going exercise which will culminate with the adoption of the new SBTdV Strategic Plan for 2001-2005.

## 5.2 Programme planning

The review was faced with the fact that the CP does not have a well-structured programme description. The main constraint in producing an effective wetlands conservation programme for the coming five-years is the current lack of a consistent planning process. This might also prove to be a constraint in relation to achieving a higher degree of integration between the CP and the RP, as exemplified by the wish of many staff members to see both programmes interact at the design or planning stages of all projects. In 1999, efforts were made to produce a strategic plan as part of the process for defining the 2001-2005 SBTdV programme. However, this exercise has not yet been completed.

The need to give more thought and effort to planning is also apparent at the field level. Several projects seem to have evolved only on the basis of annual, and sometimes almost *ad hoc* programmatic decisions (this being said, reviewers recognise the need for adaptive management !). For example, only a few of the field projects have been screened to draw the lessons that can guide future actions on site and elsewhere (lessons on, for example, stakeholder involvement, collaborative management, and scientific, technical and institutional cooperation). Many critically important decisions, for example the choice for a particular exit and capacity building strategy, can only be based on mid- to long term planning. Without greater investment in planning, the CP will find it increasingly difficult to secure partners interested in retaining the ownership of the projects when these are reaching an end.

To improve planning, the CP should ensure a common understanding of language, programme practices and performance levels among the largest possible number of CP/RP staff members and outside partners. Basic elements of programme planning are few and address the following questions: where are we going (situation analysis) ? why (rationale, strategy) ? how do we know we have achieved intended results (work plan, indicators, evaluation) ?

As an important input to the forthcoming SBTdV Strategic Plan for 2001-2005, the CP must make all possible efforts to finalise its programme description, using the latest planning tools available. The programme description must provide information on priority components, activities and outputs, as well as on the operational approach (or principles) for communications, networking, and monitoring and evaluation. The draft logical framework produced in 1999 may be used as a starting point. However, if significant improvements to programme planning are to be realised the CP must rely on outside experts specialised in this field and use core funding to achieve timely results.

Essential for the development of a full description of the CP is the production of a set of concise documents which must include at least the following: a full situation analysis, the identified priorities for the CP (based on an analysis of the comparative advantage of SBTdV, urgency level, capacity to implement, marketability etc.), a full logical framework, a complete monitoring and evaluation plan, and a financial plan. Some of these documents (e.g. the situation analysis) should be produced, on average once every two or three years, with participation of key SBTdV partners (e.g. local or regional partners, and other technical partners), while some others, especially the log-frame, monitoring and evaluation and financial plans, should be produced every year.

Therefore, the review considers that discussions among CP staff members on the most effective planning framework should take place urgently as part of the wider preparations for the production of the SBTdV Strategic Plan for 2001-2005. In the longer term, the importance of planning needs to be promoted actively by senior management. .

## 5.3 Programme evaluation and self-assessment

The present review was somewhat constrained by the fact that no other overall evaluations of the CP programme, its components and projects had been carried out since 1994. Regular evaluations, whether these are internal (self-assessments) or external, are essential to learn from past mistakes and maximise programme effectiveness.

Therefore, the CP should adopt a series of monitoring and evaluation (M&E) procedures that are well-tailored to the needs of the overall programme, its components and main projects, relying if necessary on outside expertise. For example, large field project and programme reviews, preferably external, should take place every three years, while (assisted) self-assessments of programme components should take place annually. Self-assessments should also be extended to personnel management, for which procedures for annual evaluations of staff performances should be upgraded. An amount of 5-10% of core funding should be set aside for regular M&E exercises (of the overall programmes, the projects and CP personnel) and the development of action plans building on the conclusions of these internal/external reviews.

The CP should also consider evaluating previous collaborations to assess whether these partnerships have been technically and financially worthwhile. Lessons from such assessment will assist the CP in adopting a more strategic approach to networking, whether this applies to scientific networks (for example whether to seek expertise not available at SBTdV or to establish cooperative links with other research teams), or to develop linkages with government institutions responsible for land use planning and management. Significant effort should be devoted to linking the strategic development of the existing network to the training component of the programme, especially in relation to those new partners which have little understanding of, and/or sympathy for conservation issues.

As for planning (section 5.2. above), the importance of M&E needs to be promoted actively by senior management and the Board.

#### **5.4 Programme development**

Currently the programme emphasises the development of tools, the production of management plans in southern France and elsewhere, and capacity building and training activities. These components are all very legitimate endeavours and must be maintained and further strengthened. Furthermore, the CP should consider increasing its efforts relating to the definition of policies that foster improved wetland conservation. The review is convinced that the CP has the technical capacity to play an important role in the production and dissemination of wetland policies, for example at regional (through MEDTAC on issues pertaining to water), national (development of full wetland policies or only particular thematic aspects of these in, for example, the Southern or Eastern Mediterranean) and sub-national (via the "Pôle Lagunes") levels. To achieve this will, however, require that special attention is given to monitoring on-going developments of policies carried out by specialised institutions. In addition, new partnerships will need to be established with specific partners (for example, the World Water Council, regional government networks such as MEDTAC, and international NGOs such as IUCN and WWF).

The CP should maintain and further develop the linkages that already exist between the various programme components. This implies, for example, developing strategic outputs from the training component that will feature most prominently in the communication strategy. Another example is the use of trained people to develop "Alumni Networks" that will provide a new access road to local expertise. Building strategic linkages between components relates also to the need for clear lessons to be learned from management experiences in the field, with the view of applying similar approaches under different conditions, especially outside protected areas.

A more coherent strategy is needed for the CP project portfolio. Although larger projects may often be more profitable, they may not necessarily fit with new programmatic targets. Of greatest importance is the development and implementation of projects which are both at the cutting edge and capable of changing the profile of the programme, as appropriate. Furthermore, it is important to rely on a wide diversity of projects that will address issues at various levels, from local wetland management to regional policy development. The MedWet Coast project will require a major institutional effort from SBTdV in order to bring it to a successful close. Indeed, the review considers that development of another such project would not be desirable until SBTdV has gained more experience with the management of projects of this magnitude.

At the project level, the CP should design a better learning process from its projects (this is, of course, closely linked with the need for an enhanced evaluative culture referred to earlier). For example,

without clear criteria describing what field projects should be achieving, the CP will be in danger of being dragged into unsatisfactory contracts. Generally, the design and execution of projects need to place greater emphasis on the management of ecosystems in various social, economic and political contexts. All projects also need to be based on better exit strategies, strategies that are built into the project at the design stage rather than result from an after-thought.

Faced with a heavy workload, to which one must add the need to respond to new challenges in a technically effective and scientifically sound manner, the CP has grown into a fairly large team of highly committed staff members. However, discussions during the review have often touched upon the need to further diversify the expertise available within the team. Therefore, at the individual expertise level, the CP should ensure that the team develops to be increasingly inter-disciplinary and hence able to address the multiple dimensions of wetland conservation. Maintaining in-house hydrological and GIS expertise is considered essential in this respect. Equally, the development of in-house social and economic expertise is considered crucial if the CP wants to achieve progress with wetland management outside protected areas.

First, before deciding on the adequacy of existing technical capacity, careful thought will need to be given on the ways this capacity of the CP could be broadened, whether this is best through internal strengthening (taking into consideration the costs involved and the fact that the team requires a critical mass of expertise for each discipline) or through the establishment of partnerships (which requires time, but has the advantage of leading to powerful alliances), or both.

## **5.5 Programme delivery**

In order to strengthen cooperation with the RP further, the CP should stimulate an exchange of views on how to improve the current programme planning process, as discussed under 5.2. above.

Internally, the processes set in place for programme definition and integration (CIP) should be used to the full to improve cooperation between the CP and the RP. Further thought should be given to finding ways of making the technical supervisory meetings (meetings of Programme Heads to improve coordination and cooperation for project implementation – as part of, or within the CoDi process), and above all programme and project development meetings (technical staff meetings aimed at ensuring collaboration among units at the project design stage), much more effective from the point of view of technical cooperation.

Externally, the CP should consider establishing new partnerships with other institutions and existing networks which have the potential to either assist SBTdV in implementation of its mandate or to benefit from SBTdV's approach to research and conservation. References have been made below to partnership which could supplement CP's capacity in, for example, social sciences and legislation. References have also been made to SBTdV's interest in broadening its policy and management work for wetlands and water resources conservation, and to achieve this a whole range of new partners is necessary.

In relation to water issues, the Global Water Partnership has established a Technical Advisory Committee for the Mediterranean region (MEDTAC) currently chaired by the Mediterranean Water Institute (IME). MEDTAC includes representatives from, for example, MAP/Blue Plan, IME, the Mediterranean Information Office for Environment, Culture and Sustainable Development (MIO/ECSDE), the Centre international pour les hautes études agronomiques en Méditerranée (CIHEAM), the Mediterranean Water Network (MWN), the Mediterranean Technical Assistance Programme (METAP) and the Centre for Environment and Development for the Arab Region and Europe (CEDARE). Close cooperation should be developed with this new institution aimed at promoting Integrated Water Resources Management practices within the Mediterranean region.

Examples of scientific and NGO networks include: FRIEND (Flow Regimes for International Experimental and Network Data, UNESCO), a network of hydrological scientists, including experts from the Mediterranean region, which represents an extremely valuable source of expertise on the

planning and sustainable management of Mediterranean water resources; MEDALUS (Mediterranean Desertification and Land Use) a scientific research programme on desertification in Mediterranean Europe, which aims at improving the understanding of desertification processes at selected sites across southern Europe and will increasingly focus on the linkages between dry land management and catchment level responses; ERN (European Rivers Network, an NGO), which aims at uniting associations and organisations working on rivers and at increasing communication between these organisations to preserve natural rivers in Europe. ERN will soon open a South European Office to deal with river management issues in the Mediterranean region.

Lastly, in relation to increasing cooperation with the other two MedWet Centres (EKBY and SEHUMED), the CP should assess the potential advantages that could be gained from establishing one to three field projects on which the three Centres would work together in partnership.

## **5.6 Financial management**

It is important for the CP to retain its current, very healthy financial basis and expand when opportunities arise. The substantial core funding currently available provides a good opportunity for financing strategically-defined activities which would be very difficult to fund through projects. Therefore, the CP should put more emphasis on defining the strategic use of its core funding by establishing a budget line for programme development and management that would fund activities such as strategic planning and M&E exercises, the development of new strategic projects, scoping exercises on new issues, and the production of "white"/position papers. Resources available on this budget line, if not spent, should be allowed to be carried forward from one year to the next.

Another more strategic use of the core funding could focus on investments that have a clear multiplier effect. For example, this can be done by prioritising resource allocations that attract other funds, or by providing funds to a project to ensure the production of a number of additional results which would not have been achieved within the project work plan.

Regarding project funding, it is important to maintain the existing diversity of donors, taking into account the recent executive decision to base future CP growth on further expansion of project funding (as opposed to further growth in core funding). However, this should only take place after a proper SBTdV business plan has been made available. Further development of the project base without a clear strategy will inevitably divert the CP away from its core business and from innovation.

For improved financial management, it is important to use more modern financial management tools to allow for a gradual move from strict accounting to planning and forecasting. This would allow the CP to monitor its budget on a monthly basis and to develop an early warning system for project over- and under-spending. This is especially important for the management of large projects, such as MedWet Coast. New management tools would also allow a more accurate forecasting of the budget for the months and years ahead. This should form a key element of the strategic development of SBTdV in the coming five years.

## **6 Main Findings**

Since the last review (1994), the CP has made important progress to the extent that it has now become a vital element of the overall SBTdV Programme. In doing so, the CP has dramatically enhanced SBTdV's effectiveness in fostering improved wetland conservation at the local, national and regional levels.

The four programme components as they stand constitute an adequate response to some of the threats commonly identified as being responsible for wetland degradation in the Mediterranean. Achievements which must be praised include: the development of a large set of technical documents



for management guidance, training and communications purposes; the production of a number of wetland management and restoration plans in the Camargue and southern France; the training of a very large number of wetland managers and decision makers; and the CP's contribution towards establishing MedWet as an influential political and technical network for wetland conservation in the Mediterranean.

In the last few years, the CP has contributed a new and valuable expertise to SBTdV, and helped to bridge the gap that traditionally exists between research and conservation objectives. Indeed, internal cooperation between SBTdV conservation and research teams has increased markedly when compared to that which was apparent in the mid-1990s. Externally, the CP has undertaken many cooperative activities with a large number of major local, national and international partners that have an interest in policy, wetland management and training. Investments made in core funding have been used to support programme development and implementation, while at the same time allowing the CP to diversify rapidly its funding base. Notwithstanding the above observations, the present review was somewhat hampered by the fact that the last SBTdV Strategic Plan dates back from 1991, and that no other overall external and internal evaluations of the CP had been carried out since 1994. Likewise, no evaluations are available for individual programme components and for the main field projects undertaken in France or in the wider Mediterranean. Such evaluations would have greatly helped the review team in assessing the capacity of the CP to develop along clear and strategic priorities and to implement activities effectively on the ground. Instead, the reviewers have been overwhelmed by the amount of (almost) raw information which had to be "digested" in a very short period of time. This has prevented the reviewers from devoting the necessary time to exchanging ideas on the content of the programme and its future strategy with CP staff members. For example, a number of facilitated discussions on the selection of priority country interventions, the nature and content of prospective studies to be undertaken, the ways by which internal capacity building could be strengthened and/or the definition of an effective policy agenda, should have been organised during the review. Unfortunately, time and other tasks have prevented this from happening, and the production of a number of important and very strategic guidelines is now left entirely to the CP.

Therefore, as the next five-year programme will soon unfold, the review feels that it is vitally important for the future effectiveness and technical reputation of the CP that it quickly acquires its own "evaluative culture" supported by a structured learning process. This implies the production of regular assessments, scoping and planning documents. In addition, the review believes that the CP should make rapid progress towards adopting its own, well-adapted monitoring and evaluation procedures, to strengthen its capacity to learn from its own mistakes and successes. The review is also convinced of the need for much greater investment in time and (core) resources to establish clear strategies in relation to, for example, applied-research topics in support of conservation, the production of management tools and training material, field operations, communications, fund raising, and financial management. However, the reviewers are convinced that the CP will only be in a position to achieve this swiftly if SBTdV as a whole succeeds in producing a comprehensive Strategic Plan for 2001-2005.

The recommendations listed in section 7 are intended to foster programme development and cooperation along the lines discussed in Chapter 4 and 5 of this report. Most recommendations are addressed to the CP and their implementation will need to await approval from SBTdV's higher executive level. Attention is drawn on the fact that recommendations 1-3 are specifically directed at SBTdV as a whole.

## **7 Recommendations**

### **7.1 Recommendations addressed to SBTdV as a whole**

**Recommendation 1.** Ensure that SBTdV Strategic Plan for 2001-2005 includes a "vision" based on prospective studies describing the regional challenges and trends, the SBTdV niche and relevance, and the role of the CP and RP in jointly developing potential remedial actions. Such a vision will serve

to guide discussions on SBTdV's programme profile and ensure the production of an improved set of programme descriptions and business plans for both the CP and the RP.

**Recommendation 2.** Consider the development of an improved programme planning framework for both the CP and the RP, including procedures for internal and external monitoring, evaluation and reporting, and ensure it is in place for the 2001-2005 Programme.

**Recommendation 3.** Upgrade the financial management system to allow for adequate tracking of expenditures on a monthly and yearly basis and for the production of improved forecasts of income over a three-year period.

## **7.2 Recommendations specifically addressed to the Conservation Programme**

### **7.2.1 Programme planning and management**

**Recommendation 4.** Develop a coherent programme description for the CP, to include, for example, a full situation analysis, the programme priorities (identified following an analysis of the comparative advantage of SBTdV, urgency level, capacity to implement, marketability, etc.), a full logical framework, a complete monitoring and evaluation plan (including a clear definition of targets and outputs, the production of regular updates on the results achieved, regular internal and external reviews, the production of lessons learned, etc.), and a financial plan.

**Recommendation 5.** Establish a programme (/project) design and planning process which involves both the RP and the CP. This should include, for example, brainstorming sessions on how to achieve integrated management goals in a way consistent with challenges from the CP and/or from the civil society.

**Recommendation 6.** Further strengthen collaboration with the RP, for example by involving RP staff members at a selected number of key sites, on applied research topics (e.g. inventories, ecosystem functioning) and on training activities.

### **7.2.2 Technical programme**

#### **Site-based management**

**Recommendation 7.** Strengthen existing activities, and develop new ones, on the social and economic aspects of wetland conservation. This effort should be based on new partnerships and, if possible, expanded staffing, and should concentrate, for example, on technical assistance to managers (rather than carrying out the tasks of an implementing agency), on exit strategies for all site-based management projects, and on support to stakeholder groups.

**Recommendation 8.** Actively develop management support to wetlands outside protected areas, based on a coherent approach to the management of catchments and coastal lagoons (mainly in France and possibly elsewhere).

**Recommendation 9.** Broaden the existing knowledge base in partnership (as appropriate) with universities, partners and consultants. This requires the development of targeted research and the scoping of new issues on specific management topics such as ecosystem management, economic valuation, perverse incentives, and the legal frameworks for Mediterranean wetland conservation.

#### **Training and capacity building**

**Recommendation 10.** Pursue the development and dissemination of new training modules on issues relevant to wetlands management outside protected areas, e.g. multi-criteria analysis, options assessment, invasive species, wetlands use of water, control of water quality. Issues should be defined

on the basis of a needs assessment, while the training of trainers (e.g. university personnel, national training focal points) should be the priority.

**Recommendation 11.** Continue efforts previously undertaken to use training course participants to strengthen the existing multidisciplinary networks of national wetland specialists, in collaboration with other partners (e.g. BirdLife, IUCN, MedWet, Wetlands International, WWF), for example through an extended SBTdV "Alumni Network" in various countries.

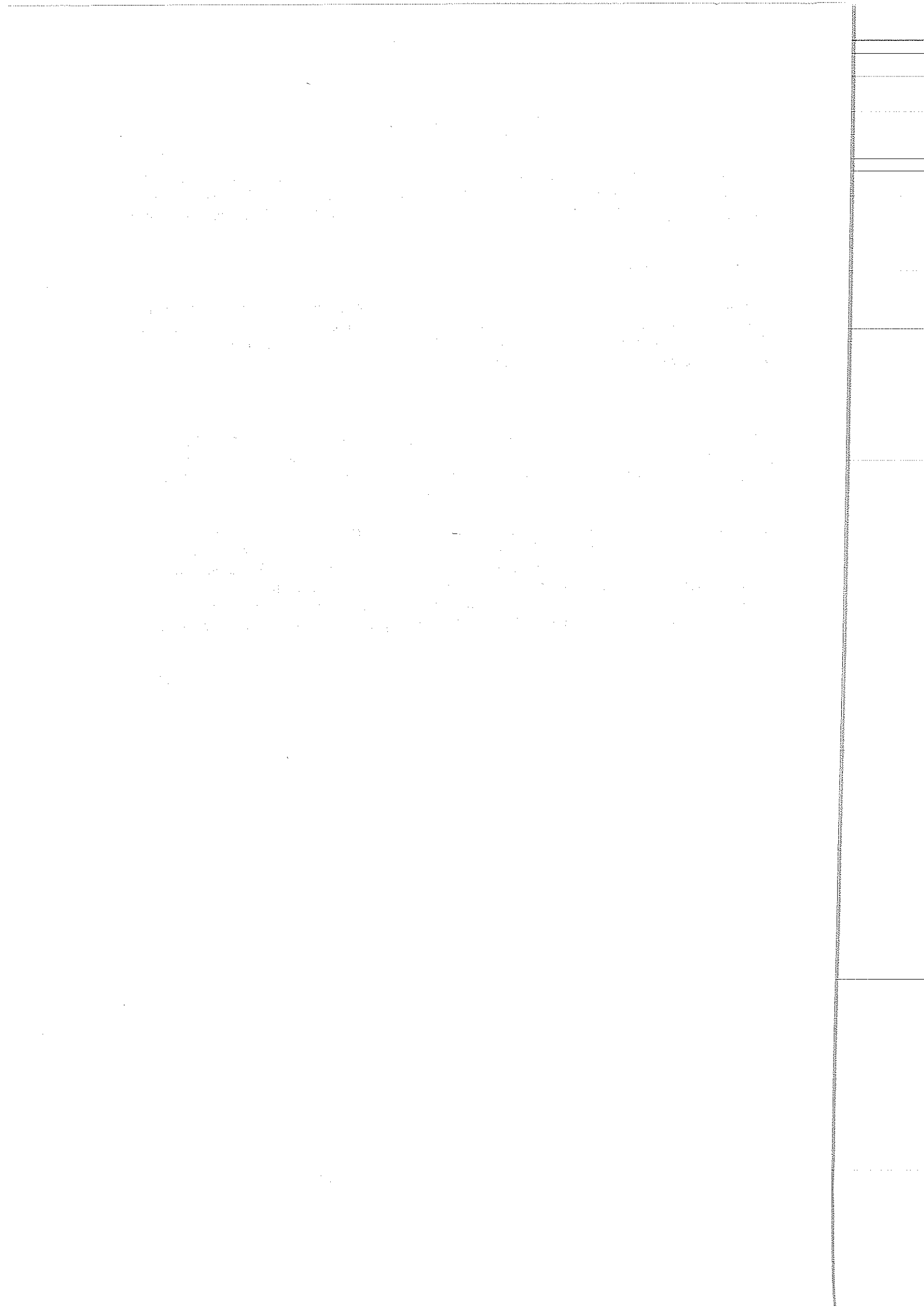
#### **Publications and communications**

**Recommendation 12.** Develop an internal and external communications strategy and action plan, based on an analysis of past achievements, including a clear definition of the target audience and ideas for a diversity of new products (e.g. published SBTdV "white"/position papers on policy issues, an effective website and an electronic newsletter).

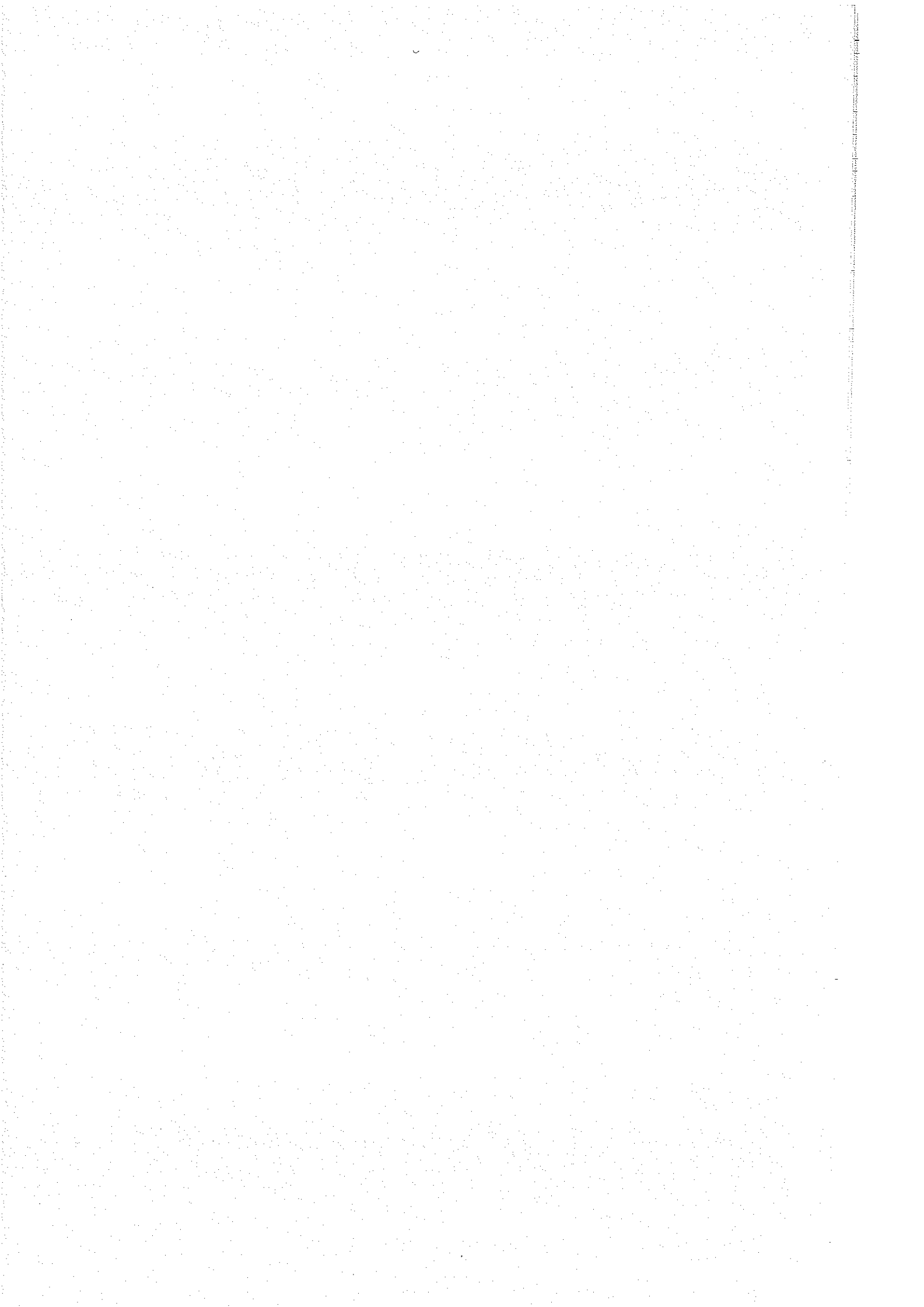
#### **Wetlands policy**

**Recommendation 13.** Strengthen existing partnerships, and create new ones, importantly with non-conservation groups to incorporate conservation issues in the development of policies for integrated water resources management, wetland drainage, the development of coastal tourism etc. (working with e.g. the GWP-MEDTAC, river basin organisations, MAP/Blue Plan).

**Recommendation 14.** Strengthen local and national policy development and implementation in France and the Mediterranean through a more active use of networks and partners (both at the civil servant and at the political or institutional levels), by developing statements which address critical regional issues (e.g. land use and cover changes, incorporation of wetland conservation in river basin management, local implementation of sustainable wetland management), and delivering these in a timely manner to Ministerial and Inter-Governmental Conferences, local municipality meetings, and expert meetings.



## **ANNEX 1**



## **Annex 1 Terms of Reference (June 2000)**

### **External review of the 1996-2000 Conservation Programme of SBTdV**

#### **I. Assessment**

##### **1.1 Relevance**

- Assess the contribution of the Conservation Programme (CP) to the current Mission of the Station biologique de la Tour du Valat (SBTdV), and the relevance of the CP in addressing the main threats to Mediterranean wetlands.

##### **1.2 Partnership and networking**

- Review the linkages that the CP has established with SBTdV's other technical programmes (research and SBTdV estate management) and assess whether best use has been made of the in-house expertise;
- Review the linkages that the CP has established with other individuals and institutions working on similar topics in the Mediterranean and elsewhere, and assess whether the CP has drawn upon these in an effective manner;
- Review the linkages established with, and the assistance provided to other institutions and assess the contribution of the CP to the development and management of the MedWet Initiative.

##### **1.3 Implementation**

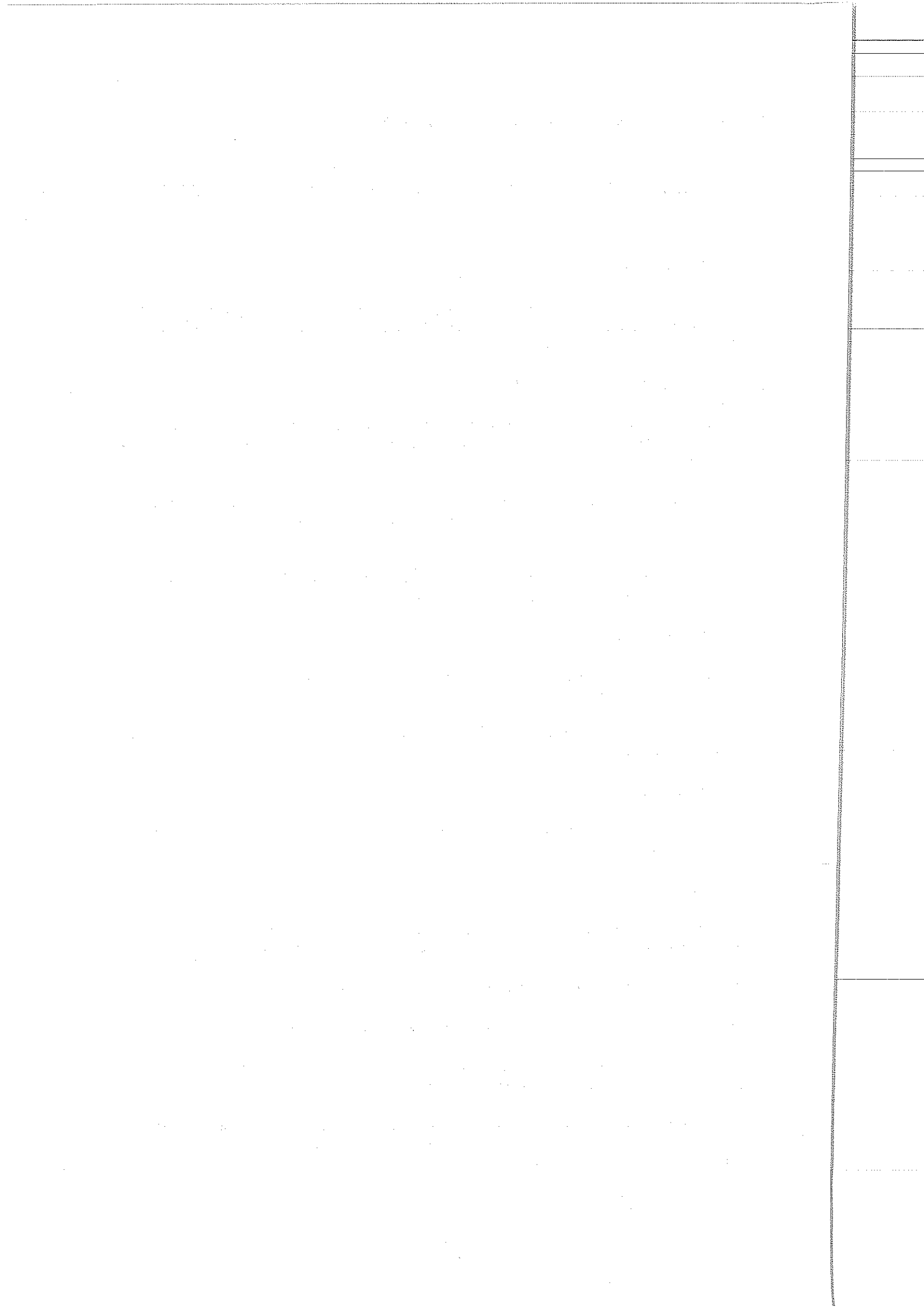
- Compare the activities planned with those actually implemented and, if different, analyse the reasons for these changes (delay, re-orientation etc.);
- Analyse the quantity and quality of activities implemented with regard to the human and financial resources mobilised.

##### **1.4 Outputs**

- Review the outputs of the CP (projects developed, publications, training sessions etc.) and assess their transferability and impact on end users.

#### **II. Advice**

- Advise on how the interface with the other programmes underway at the Station can be improved, and how research results can be delivered more effectively to managers and decision-makers;
- Advise on how the contribution of the CP to the MedWet initiative can be improved;
- More generally, advise on how to overcome identified obstacles to achieving the mission;
- Provide recommendations on the approaches that the CP could develop to build better collaborative links with other institutions in current, or other, work areas;
- Advise on evolving priorities in the field of wetland conservation and indicate those where the programme can make the most effective contribution in the Mediterranean region. Advise on how to manage and fund such strategic evolutions.





## **ANNEX 2**



## Annex 2 List of people interviewed and/or met by the review team

Name	Title
------	-------

Jean-Paul Taris	Director General
-----------------	------------------

### Conservation Programme

Nicolas Beck	Conservation Officer (Sollac)
Christine Bousquet	Conservation Officer ("Pôle Lagunes")
Frédérique Chevigny	Student (TdV Estate)
Marie-Caroline Chrétien	Student (Sollac)
Nathalie Hecker	Conservation Officer (training, management planning)
Jean Jalbert	Director of Conservation
Jean-Laurent Lucchesi	Project Manager (Vigueirat)
Bouameur Mahi	Assistant Facilitator, MedWet Coast Project
Lamia Mansour	Regional Facilitator, MedWet Coast Project
Christian Pérennou	Project Leader, Training
Olivier Pineau	Coordinator, TdV Estate Management
Philippe Seran	Conservation Officer (TdV Estate)
Emmanuel Thévenin	Project Leader, Training (ATEN)
Pere Tomas Vives	Project Leader, Inventories
Loïc Wilm	Conservation Officer (Sollac) planning)

### Associated Programme

Jean-Yves Mondain-Monval	Programme Coordinator, Office National de la Chasse et de la Faune Sauvage
--------------------------	---

### Research Programme

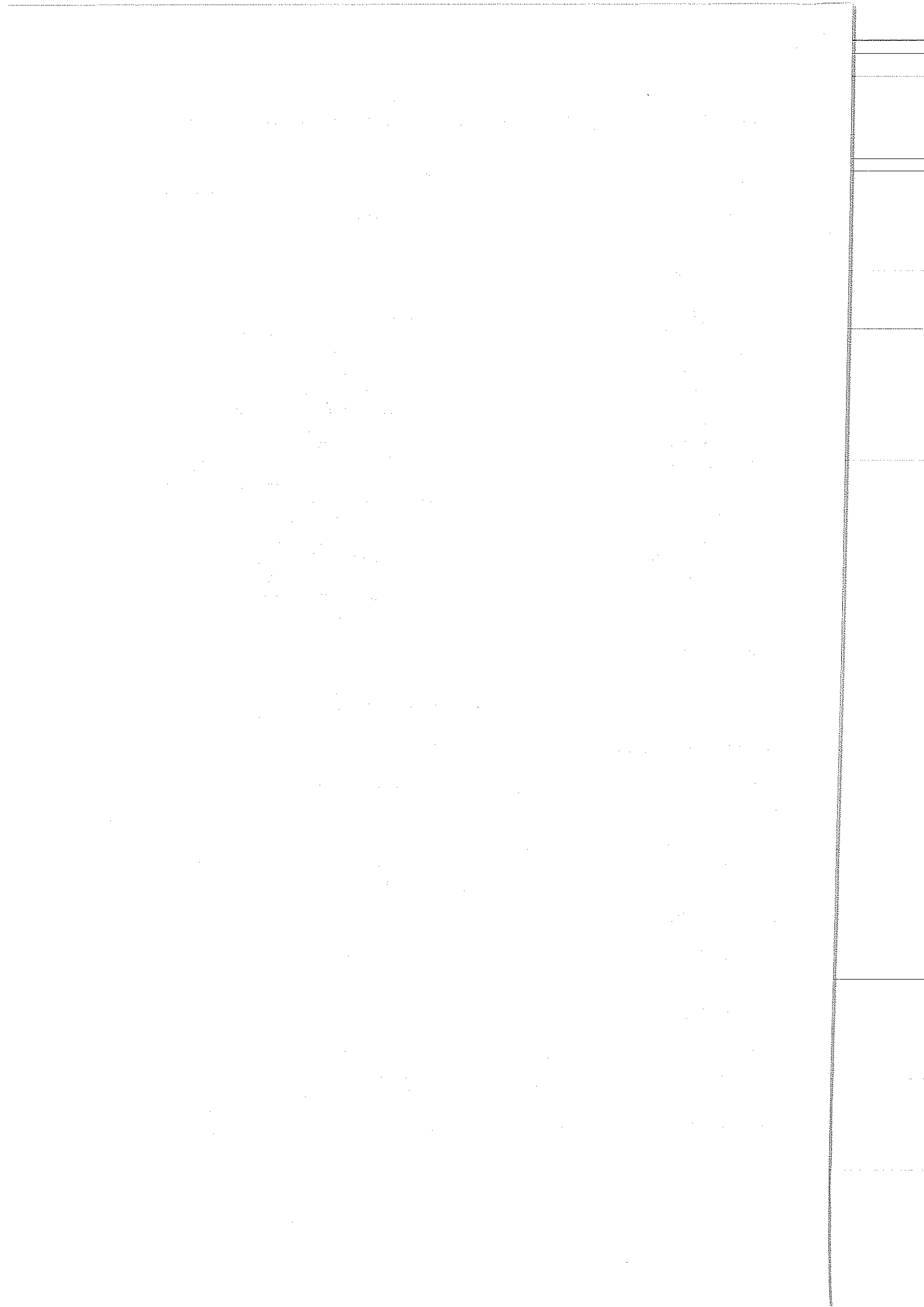
Alain Crivelli	Coordinator, Aquatic Ecology
Patrick Grillas	Director of Research
Heinz Hafner	Coordinator, Ornithology
André Mauchamp	Coordinator, Reed bed Programme
François Méléard	Coordinator, Agriculture & Environment Programme

### Administration

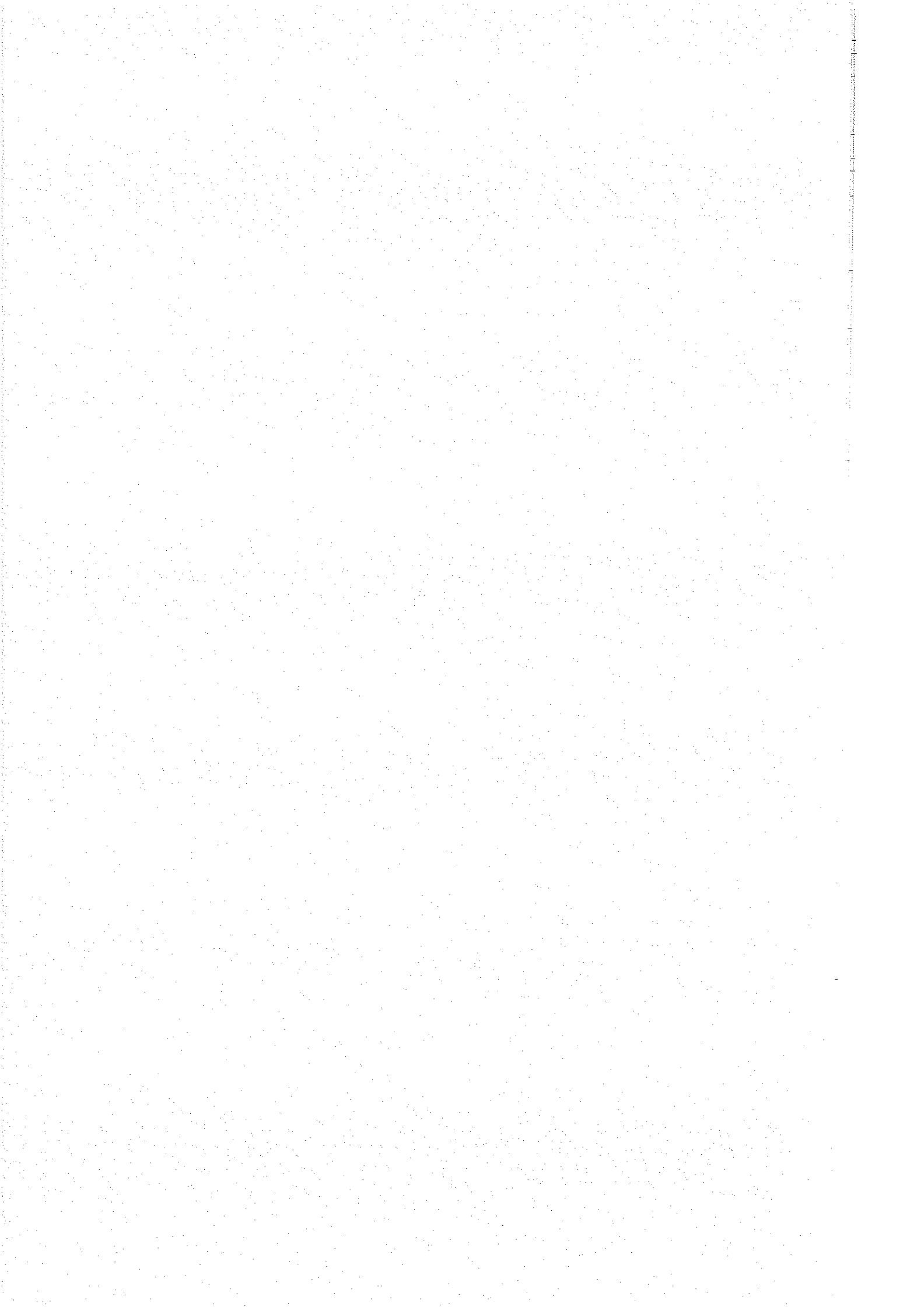
Mauricette Gilloury	Director of Finance
---------------------	---------------------

### Outside SBTdV

Patrick Dugan (by mail, September 2000)	SBTdV Board Member, Switzerland
Mike Moser (by mail, September 2000)	SBTdV Board Member, United Kingdom
Thymio Papayannis (IUCN HQ, June 2000)	MedWet Coordinator, Athens, Greece
Jamie Skinner (phone interview, July 2000)	Adviser, World Commission on Dams, S. Africa
George Zalidis (IUCN HQ, June 2000)	Greek Wetland Centre /EKBY, Thes.ki, Greece



## **ANNEX 3**



### Annex 3 List of staff (1996-2000)

Name	Title	Main expertise and tasks	Dates in programme	Scientific background
Nicolas Beck	Conservation Officer	Management planning (Sollac)	7/95- (1/2 time)	Bac+5 (Ecology)
Christine Bousquet	Conservation Officer	Management planning, development of the "Pôle Lagunes" Project	2/00-	Bac+5 (Water Sciences)
Nathalie Hecker	Conservation Officer	Training, management planning	6/96 – (ca. 1/3 time)	Bac+5 (Ornithology)
Jean Jalbert	Project Leader Director of Conservation	Training, programme coordination, project development and management	3/94-9/98 9/98-	Engineer (Agriculture)
Jean-Laurent Lucchesi	Project Manager, Vigueirat Estate	Site management, project development and management	1/92-12/96 (then 100% Vigueirat)	Bac+2 (Biology)
Bouameur Mahi	Assistant Facilitator, MedWet Coast Project	Communication, secretariat	2/00-	Bac+4 (Communication)
Lamia Mansour	Regional Facilitator, MedWet Coast Project	Management of the regional component of the MedWet Coast Project	9/99-	PhD (Marine Pollution)
Christian Pérennou	Project Leader, Training	Wildlife ecology, training, project development and management	4/93-	Engineer (Agriculture) PhD (Ornithology)
Pierre de Rancourt	Head, Training Programme	Training, project development and management	4/93-12/96	Bac+5 (Water Supply)
Tobias Salathé	Information Officer	Publications for Ramsar CoP7, assistance to the MedWet Coordinator	9/98-7/99 (1/2 time)	PhD (Ornithology)
Jean-Marc Sinnassamy	Project Leader, Management Planning	Management planning, project development and management	11/94-	Bac+5 (Coastal Planning)
Jamie Skinner	Director of Conservation	Programme coordination, project development and management	6/91-9/98	University Degree (Zoology)
Emmanuel Thévenin	Project Leader, Training (ATEN)	Training (seconded to ATEN)	7/97-	Engineer (Agriculture)
Marc Thibaut	Conservation Officer	Management planning (La Palissade)	11/98-11/99	Bac+5 (Coastal Planning)
Pere Tomas Vives	Project Leader, Inventories	MedWet Regions Network	4/00-	MSc (Conservation)

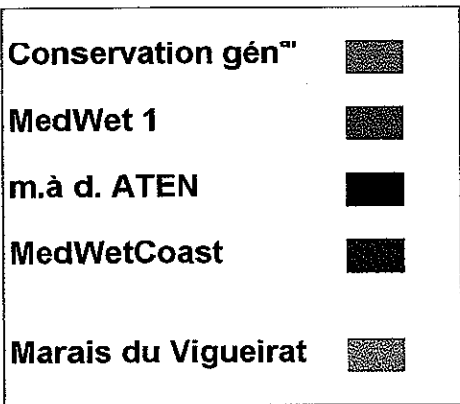
## Personnel de l'équipe Conservation et principaux programmes

MedWetCoast ←

← MW/Danone →


← MedWet2 →

← MedWet1 →



P.Tomas Vives 

C.Bousquet 

B.Mahi 

L.Mansour 

M.Thibaut 

T.Salathé 

E.Thévenin 

N.Hecker  

N.Beck     

J.M.Sinnassamy 

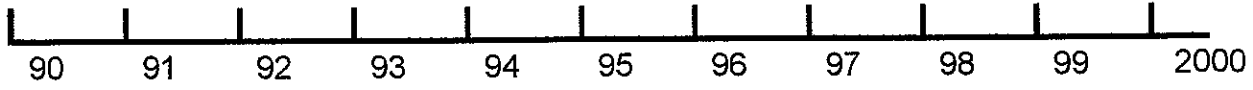
J.Jalbert   

C.Pérennou  

P.de Rancourt  

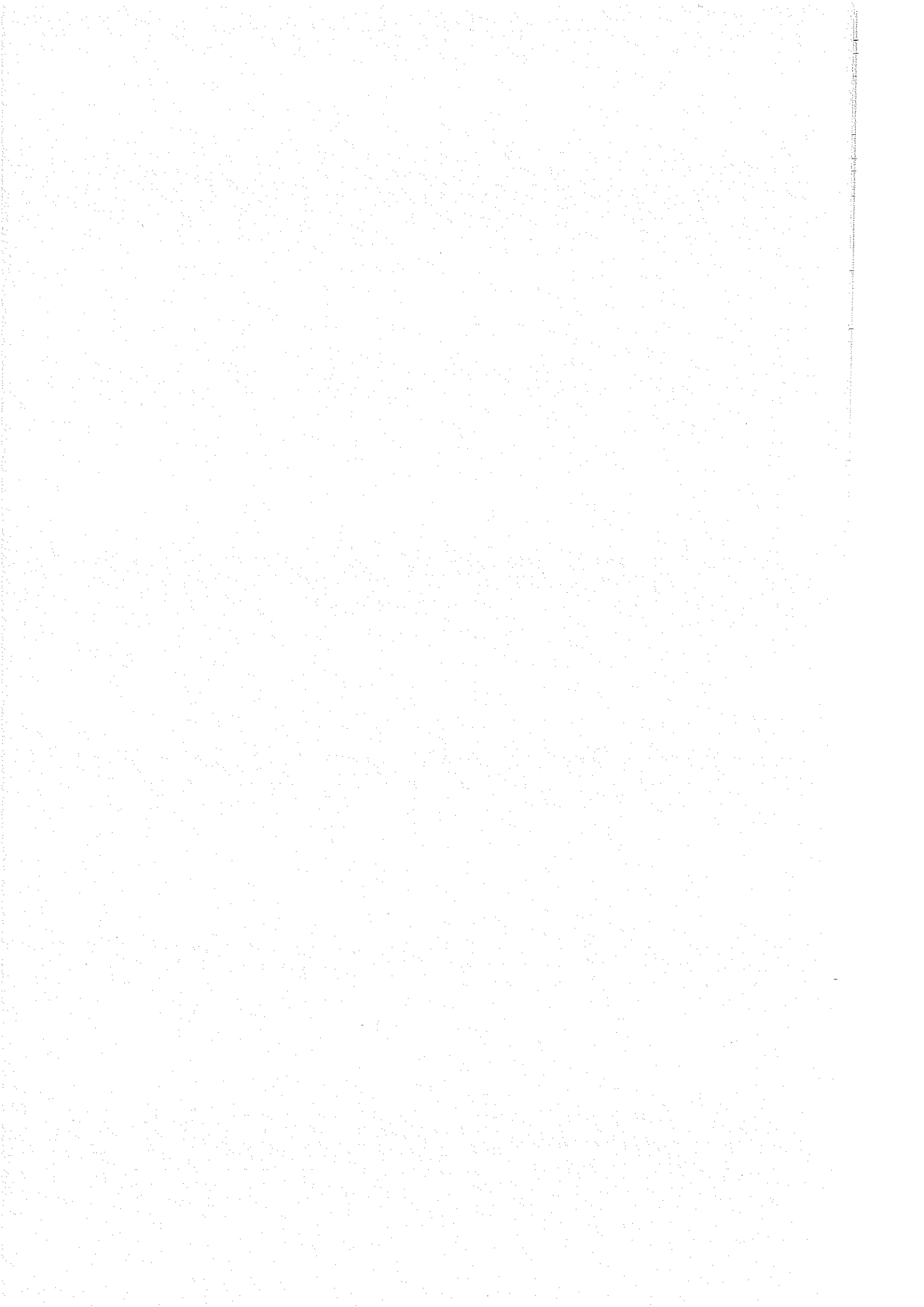
J.L.Lucchesi 

J.Skinner 





## ANNEX 4



### **Documents envoyés aux évaluateurs par courrier**

- Agir pour les Zones Humides, Module de Formation, Ministère de l'Aménagement du Territoire et de l'Environnement, 1999
- Analyse des besoins en formation des personnels des aires protégées du Maroc
- Concevoir le suivi des Zones Humides Méditerranéennes, Module de Formation
- Plan de Gestion du Domaine de la Palissade 1999-2003 : section A
- Plan de Gestion du Domaine de la Palissade 1999-2003 : section B, C, D
- Plan de Gestion du Domaine de la Palissade 1999-2003 : annexes de la section A
- Diagnostic Environnemental de la Zone Industrielle de Fos – Bassins Ouest : section 1
- Diagnostic Environnemental de la Zone Industrielle de Fos – Bassins Ouest : section 2

### **Modules du formateur**

- Plan de gestion d'une zone humide méditerranéenne
- Gestion et suivi de la végétation
- Caractéristiques, valeurs et fonctions des zones humides méditerranéennes
- Fiches pratiques à l'usage du gestionnaire d'une zone humide méditerranéenne
- Concevoir le suivi des zones humides

### **Fascicules**

- Caractéristiques générales des zones humides méditerranéennes
- Fonctions et valeurs des zones humides méditerranéennes
- L'aquaculture en milieux lagunaire et marin côtier
- Gestion des sites de nidification pour oiseaux d'eau coloniaux
- L'enjeu de l'eau
- La végétation aquatique émergente
- Conservation des poissons d'eau douce
- Végétation des marais temporaires – Ecologie et gestion
- Les Salins méditerranéens

*Autres ouvrages :*

- Fiches pratiques à l'usage du gestionnaire de zones humides méditerranéennes, par Bouvier, J., Penloup, A., Pineau, O. & Perennou, C., juin 1996

---

**Série «sites-test français»**

---

- Rives nord de l'Etang de l'Or (commune de Mauguio) : Gestion de la fréquentation et protection du milieu, par Bousquet, C. & Grévy, R., juin 1996

---

**Série «sites-test internationaux»**

---

- Méthodes MedWet pour l'inventaire et le suivi des zones humides méditerranéennes, Application au site-test de l'Etang de l'Or, avril 1996, par le Conservatoire des Espaces Naturels du Languedoc-Roussillon
- Carte de la zone humide de l'Etang de l'Or (+ notice explicative), juin 1996, par le Conservatoire des Espaces Naturels du Languedoc-Roussillon
- Test de la méthodologie de suivi sur les sites de l'Etang de l'Or (France) et des Aiguamolls de l'Empordà (Espagne), Application, évaluation de la méthode, recommandations, par Penloup, A. & Perennou, C., mars 1996
- Actions d'éducation à l'environnement auprès d'un public de scolaires : l'Etang de l'Or (Hérault, France), Les Ecologistes de l'Euzières, mai 1996

---

**Rapport d'étude**

---

- Etude de faisabilité pour la mise en valeur des zones naturelles humides de Sollac Fos, par Gerbeaux, P., Chauvelon, P., Crivelli, A., Grillas, P., Kayser, Y., Mante, A., Secchi, E. & Sandoz, A., juillet 1994
- Plan de gestion des espaces naturels de Sollac Fos, Section B : Evaluation du patrimoine et définition des objectifs, Sollac Fos et Tour du Valat, par Sinnassamy, J. M., Hannequin, B. & Beck, N., août 1996
- Rapport d'activités 1996, Espaces naturels de Sollac-Fos, Document Sollac Fos, Tour du Valat, par Beck, N., Sinnassamy, J. M. & Hannequin, B., janvier 1997

## 1996

---

### Général

---

- La déclaration de Venise sur les zones humides méditerranéennes et la stratégie relative aux zones humides méditerranéennes, version finale, juin 1996

---

### Série «formation»

---

#### *Guides méthodologiques :*

- Contribuer par la formation à la gestion d'une zone humide, Guide méthodologique, par Jalbert, J., mai 1996
- Définir une stratégie de formation, Méthodes et outils, par de Rancourt, P., mai 1996
- Construire et animer une formation, Guide pratique, par Jalbert, J., mai 1996

#### *Evaluation des formations :*

- Evaluation de la formation «Gestion des écosystèmes aquatiques en zone littorale», 13-16 juin 1995, Tour du Valat, Camargue. MedWet, ENGREF, par Perennou, C. & d'Epenoux, F., janvier 1996

#### *Modules de formation :*

- Caractéristiques, valeurs et fonctions des zones humides méditerranéennes, Module de formation, par de Rancourt, P. & Perennou, C., juin 1996
- Plan de gestion d'une zone humide méditerranéenne, Module de formation, par Perennou, C., Lucchesi, J. L., Gerbeaux, P. & Roché, J., janvier 1996
- Gestion et suivi de la végétation d'une zone humide méditerranéenne, Module de formation, par Perennou, C., Grillas, P., Lucchesi, J. L., Tamisier, A., Blanchon, J.-J. & Heurteaux, P., janvier 1996

---

### Série «application de la recherche»

---

#### *Fascicules MedWet, Tour du Valat :*

- Gestion des sites de nidification pour oiseaux d'eaux coloniaux, par Perennou, C., Sadoul, N., Pineau, O., Johnson, A. & Hafner, H., 1996
- L'Enjeu de l'eau, par Pearce, F., 1996
- La végétation aquatique émergente, Ecologie et Gestion, par Mesléard, F. & Perennou, C., 1996
- Conservation des poissons d'eau douce, par Maitland, P. S. & Crivelli, A. J., 1996

## 1997

---

### Rapport d'étude

---

- Mise en valeur des espaces naturels de Sollac, Poster de présentation aux Lusteel de l'environnement, 23 mai 1997, par Beck, N., Dufour, A., Hannequin, B., Maillet, B. & Sinnassamy, J. M.
- Rapport d'activités 1996, Espaces naturels de Sollac-Fos, Rapport Station Biologique de la Tour du Valat & Sollac-Fos, par Beck, N., Hannequin, B. & Sinnassamy, J. M., 1997
- Entre Crau et Camargue : les espaces naturels de Sollac-Fos, album photos, par Beck, N. & Hannequin, B., 1997
- Etude de faisabilité pour la réhabilitation des Salins du Lion, Rapport Station Biologique de la Tour du Valat & CCI Marseille-Provence, par Sinnassamy, J. M., Defos du Rau, P., Chauvelon, P., Colvine, S., Grillas, P., Tan Ham, L. & Skinner, J., 1997
- Analyse des systèmes de formation des principales institutions impliquées dans la politique nationale « zones humides », Propositions pour une meilleure prise en compte de la thématique « zones humides », ATEN, Tour du Valat, Jalbert, J., 1997

---

### Plan de gestion

---

- Plan d'interprétation des espaces naturels de Sollac-Fos, Rapport Station Biologique de la Tour du Valat & Sollac-Fos, par Beck, N., Hannequin, B. & Sinnassamy, J. M., 1997
- L'Etang du Campagnol : premiers éléments d'un plan de gestion et propositions d'aménagement, Projet de Parc naturel régional narbonnais, AME, Tour du Valat, par Hecker, N. & Jalbert, J., 1997
- Plan de gestion de la Tour du Valat, Annexes de la Section A, Rapport Station Biologique de la Tour du Valat, non diffusé, Sinnassamy, J. M. & Pineau, O., 1997
- Plan de gestion de la Tour du Valat, Section C : plan de travail, Rapport Station Biologique de la Tour du Valat, non diffusé, Sinnassamy, J. M. & Pineau, O., 1997

---

### Articles

---

- Le plan de gestion de la Tour du Valat, Le Courrier du Parc 47, par Pineau, O. & Sinnassamy, J. M., 1997
- Définition des plans de gestion, Le Courrier du Parc 47, par Sinnassamy, J. M., 1997

---

### Actes

---

- Une nouvelle dynamique pour les zones humides, Actes du colloque de décembre 1995, programme LIFE "Sauvegarde des Etangs littoraux du Languedoc-Roussillon", par Jalbert, J., 1997

## 1998

---

### Rapport d'étude

---

- Réintroduction de l'Erismature à tête blanche sur l'étang de Biguglia; projet de cahier des charges, Réserve naturelle de Biguglia, Tour du Valat, par Boulmer, M., Cantéra, J. P., Lorenzoni, C. & Perennou, C., 1998
- Possibilités de gestion ornithologique de trois zones humides côtières en Corse, Tour du Valat, Conservatoire de l'Espace Littoral et des Rivages Lacustres, par Perennou, C., Mauchamp, A., Poulin, B. & Lucchesi, J. L., 1998

---

### Plan de gestion

---

- Méthodes participatives : Principes et outils, à partir de la préparation du plan de gestion de la Réserve Biologique de la Merja Zerga (Maroc), MedWet, Tour du Valat, Ministère de l'Aménagement du Territoire et de l'Environnement, par Sinnassamy, J. M., 1998
- Rapport d'activités 1997 de la gestion des espaces naturels de Sollac, Rapport Sollac & Tour du Valat, par Sinnassamy, J. M. & Beck, N., 1998
- Plan de gestion du domaine de la Palissade 1999-2003, Section A, B, C et D, Tour du Valat, SMGDP & Conservatoire du Littoral, Vol. 1 et 2, par Thibault, M., Sinnassamy, J. M. & Briffaud, J. C., 1998
- Expérience comparée du management environnemental en entreprise et du plan de gestion d'un site naturel, Lille 13-16 mai 1998, Conseil Scientifique du Nord-Pas-de-Calais & Eurosite, par Dufour, A., Camoin, S., Ducasse, R., Sinnassamy, J. M. & Beck, N., 1998
- Plan d'aménagement et de gestion de Merja Zerga, AEFCS, Rabat, par Hajib, S. & Marraham N., 1998
- Espaces Naturels de Sollac Fos, Plan de Gestion 1996-2000, Bilan annuel 1998, par Beck, N. & Sinnassamy, J. M., février 1999

---

### Série «application de la recherche»

---

#### *Fascicules MedWet/Tour du Valat :*

- Les salins, entre terre et mer, Conservation des zones humides méditerranéennes, par Sadoul, N., Walmsley, J. G. & Charpentier, B., 1998

## Annex 4 List of publications (1996-1999)

➤ indicates documents consulted by the review team

1999

---

### Général

---

- Les zones humides méditerranéennes à l'aube du 21<sup>e</sup> siècle : 7<sup>ème</sup> Conférence des parties contractantes de la Convention de Ramsar, par Papayannis, T. & Salathé, T., 1999
- Les cahiers de l'Ecomusée n° 4 : Les Marais de Crau, éditions du CEEP, par Beck, N., Sinnassamy, J. M. (Tour du Valat), Ducasse, R., Maillet, B. & Tishendorf, G. (Sollac Fos), octobre 1999
- Les Marais de Crau, album de photos, par Sollac Fos, CEEP et Tour du Valat, 2000

---

### Rapport d'étude

---

- Gestion des zones humides de Slovénie, Préparation d'un plan de gestion, par Beltram, G., Perennou, C., Sinnassamy, J. M. & Sovinç, A., 1999
- Water Quality and Resources in the Mediterranean, Black & Caspian Sea Deltas, Proceedings of the Workshop, Campagna Lupia, Italy, 20-24 January 1999
- Espaces Naturels de Sollac Fos, plan de gestion 1996-2000, rapport annuel 1999, par Beck, N. & Sinnassamy, J. M., mars 2000
- Diagnostic Environnemental de la Zone Industrielle de Fos – Bassins Ouest : section 1
- Diagnostic Environnemental de la Zone Industrielle de Fos – Bassins Ouest : section 2

---

### Série «formation»

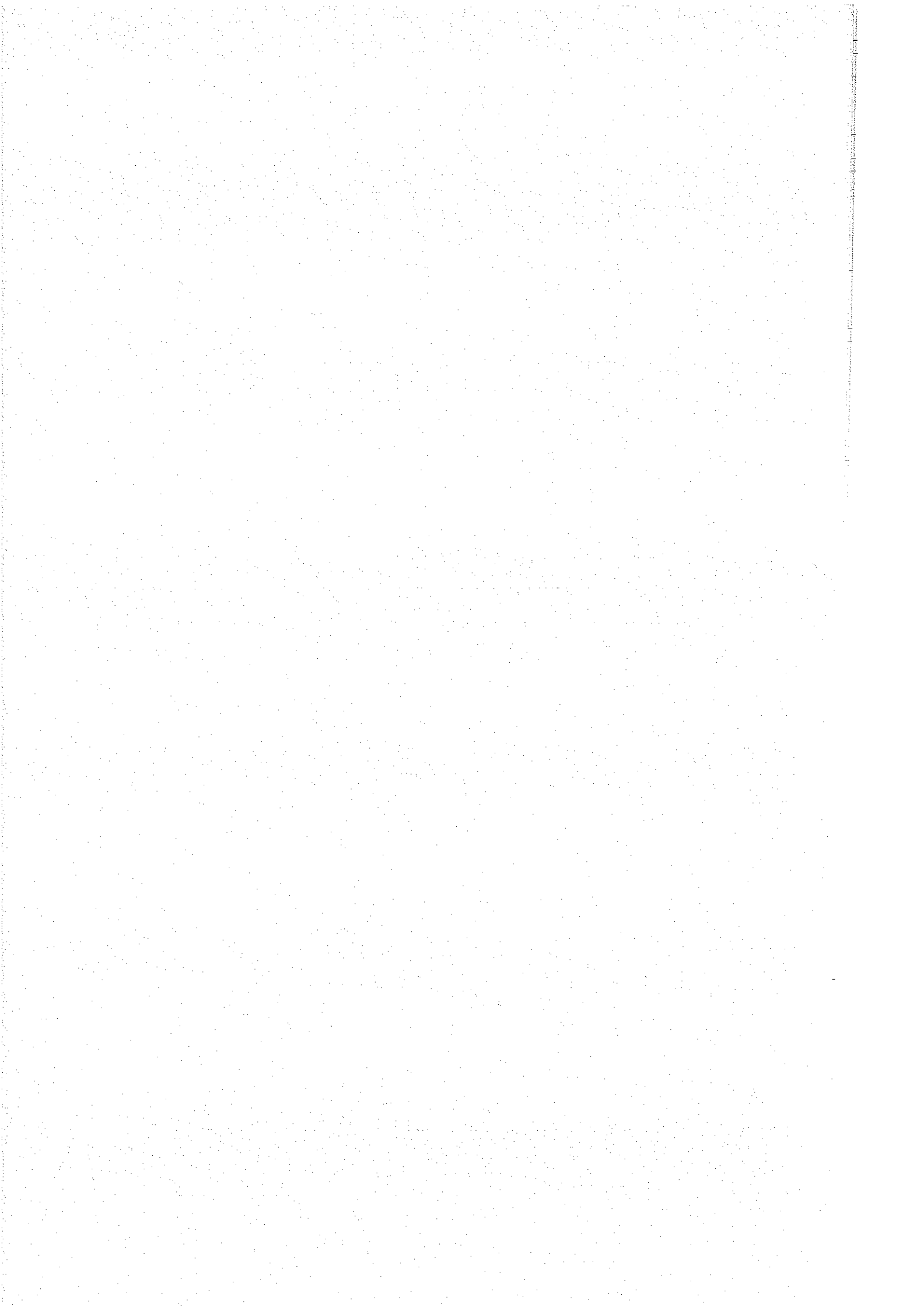
---

#### *Modules de formation :*

- Module de Formation « Suivi des zones humides; concepts et méthodes », Tour du Valat, par Perennou, C., Tomas Vives, P. & Jalbert, J., 1999
- Module de Formation « Sensibilisation aux zones humides », Tour du Valat, par Perennou, C., Pochet, C. H. & Crépin, D., 1999
- Agir pour les Zones Humides, Mallette de Formation "Zones Humides", par le Ministère de l'Aménagement du Territoire et de l'Environnement, 1999



**ANNEX 5**



## Annex 5 List of external contracts (1996-2000)

2000

NUMBER	TITLE	PARTNER	DURATION	AMOUNT
SC0011CONV JJT	Wetland expert to a field Mission to Egypt	RAC/SPA	May-00	39,547.00
SC0012CONVJMS	Mise en valeur des espaces naturels de Sollac-Fos	SOLLAC	1/5/00-31/4/01	265,550.00
SC0013CONVMS	Formation école des mines d'alès	Ecole des Mines	11/5-12/5/2000	6,350.00
SC0016CONVCBT	Inventaire préliminaire des ZH dans les bouches du Rhône	Ministère de l'Agriculture et Forêts	21/8/00-21/4/00	239,900.00
SC0017CONVJJT	Elaboration d'un projet de conservation des ZH et côtières en Turquie	Ministère de l'Environnement	25/7/00-24/7/01	150,000.00
SC3317JJT	Développement d'un réseau technique régional de ZH en Méditerranée	Région LR		100,000.00
			<b>TOTAL</b>	<b>801,347.00</b>

**1999**

<b>NUMBER</b>	<b>TITLE</b>	<b>PARTNER</b>	<b>DURATION</b>	<b>AMOUNT</b>
93191	<b>Ecole des Mines d'Alès</b>			
	Concept et animat de la session écosystèmes	Ecole des Mines d'Alès	20-21/5/99	6,125.00
93248	<b>Formation BTS-GPN 99</b>	CNPR	15/3-26/3/99	69,632.86
93258	<b>Elaboration d'un module de sensibilisation à la gestion des ZH</b>	Diren	16/12-31/12/99	37,500.00
93291	<b>Mallette pédagogique de sensibilisation aux ZH</b>	Ministère Environnement	18/6/99-26/10/99	108,900.00
94091	<b>Gestion des Marais du Vigueirat</b>	Conseil Général Mairie d'Aries	1 an 1 an	290,000.00 336,650.00
93119	<b>Sollac-Fos mise en valeur des espaces naturels 99/2000</b>	Sollac-Fos	1/5/99-31/4/2000	251,620.00
93219	<b>Formation bts gpn 99/2000</b>	Cnpr	20/27/03-2000	49,590.00
93292	<b>Projet life : coordination</b>	CEE	1/9/99-31/8/2003	400,000.00
93294	<b>Projet life : gestion intégrée</b>	CEE	1/9/99-31/8/2003	665,275.00
93295	<b>Conservation of Wetland and Coastal Ecosystems in the Med. Region (MedWetCoast)</b>	Unops	30/9/99-31/8/2004	10,720,866.00
93192	<b>Assistance technique en Slovénie pour le transfert formation plans de gestion</b>	Ministère Environnement	31/5/99-30/11/99	123,000.00
			<b>TOTAL</b>	<b>13,059,158.86</b>

1998

NUMBER	TITLE	PARTNER	DURATION	AMOUNT
93281	Formation BTS-GPN	Cnpr	16/3/98-27/3/98	41,298.00
93282	Accueil personnel parc de Kiskunsagi (Hongrie)	Europarc	6-10/7/98	9,427.00
93283	Accueil Sud-Américains	Conservatoire Littoral	29-30/10/98	12,095.00
93284	Formation école des mines d'Alès	Ecole des Mines	18 et 19/6	8,700.00
93285	Gestion de la Roselière	Syndicat Mixte, Camargue Gardoise	12/6/98-4/11/98	20,600.00
94081	Gestion des Marais du Vigueirat	Conseil Général	1 an	290,000.00
		Mairie D'Arles	1 an	250,000.00
		Procter	1 an	170,000.00
93118	Marais de Sollac	Sollac	1/5/98-30/4/99	274,490.00
93128	Guide roseaux	Réserves Nat. de France	7/10/98-6/10/99	113,000.00
93181	Assistance technique à désignation			
	Ramsar des sites du CERL	Conservatoire Littoral	1/10/98-30/4/99	55,800.00
93218	Réintroduction de l'Erismature en Haute Corse	Conseil Général Haute Corse	4/3/98 au ?	154,400.00
93228	Développement d'un réseau sur sites Ramsar Danone	Conservatoire Littoral	27/1/98-26/1/2001	1,100,000.00
93228	Observatoire National des ZH pour IFEN	Ifen	04/98-04/99	115,600.00
93138	Inventaire richesse naturelles, Port autonome de Marseille	Port autonome de Marseille	26/11/98-4/11/99	158,500.00
			<b>TOTAL</b>	<b>2,773,910.00</b>

**1997**

NUMBER	TITLE	PARTNER	DURATION	AMOUNT
93071	Mission d'assistance pour la mise en place d'un observatoire des ZH	IFEN	29/9-30/11	120,700.00
93271	2 sessions de formation pour BTS agricole	CEP Florac	Jan-97	12,000.00
93272	Sessions de formation pour BTS agricole	CNPR	Mar-97	41,274.00
93273	Session de formation sur études d'impact pour techniciens algériens	ANCN ALGER	1/4/97-28/5/97	278,000.00
93117	Gestion marais Sollac	SOLLAC	14/02/97-14/02/98	223,260.00
93127	Elaboration plan de gestion de la Palissade	Conservatoire Littoral	12/11/97-116/98	108,500.00
93137	Elaboration du plan de formation du personnel des organismes de gestion d'espaces naturels Maroc	ATEN	1/12/97-30/4/98	125,000.00
93217	Etude de faisabilité sur gestion ornitho. de 3 ZH côtières en Corse	Conservatoire Littoral	27/8/97-28/02/98	85,500.00
93274	Appui scientifique au secrétariat d'Eurosite	Conservatoire Littoral	29/5/97-30/4/98	42,184.00
93316	Subvention pour aménagements du site pour ouverture au public	Conservatoire Littoral	1997/1999	401,267.00
93317	Mise en place d'un réseau de gestionnaire des ZH CREE	Ministère de l'Environnement Diren	1997/2001	150,000.00
93326	Subvention pour aménagement sentier pédagogique au maris du Vigueirat	Procter et Gamble	1997	150,000.00
93372	Réseau d'eau potable pour Vigueirat	Mairie d'Arles	1997-1998	50,200.00
93371	Fonctionnement Vigueirat 97	Procter et Gamble	1997	60,000.00
		Conseil Général	1997	290,000.00
		Mairie d'Arles	1997	237,000.00
			<b>TOTAL</b>	<b>2,374,885.00</b>

1996

NUMBER	TITLE	PARTNER	DURATION	AMOUNT
	<b>Gestion des Marais du Vigueirat</b>			
83231	Fonctionnement Vigueirat	Mairie d'Arles	1 an	230,000.00
		Conseil Général	1 an	290,000.00
		Arcochimie	1 an	100,000.00
		Conservat Littoral	1 an	10,899.22
83232	Investissement	Conservat Littoral	09/3/96-20/3/97	250,000.00
93316	Observatoire	Conservatoire Littoral	1996-1999	50,000.00
83280	Réhabilitation des Marais de Sollac	Sollac-Fos	1 an	202,400.00
	<b>Programme eurosites</b>			
83928	Assistance technique : place et rôle de la chasse dans la gestion des espaces naturels protégés	Conservat Littoral	du 7 au 10/2/96	20,000.00
83928	Réalisation du programme sites européens jumelés eurosites		1 an	30,000.00
83941	Support technique, Integrating development and conservation in the Goksu Delta	dhkd	de 01/96-31/10/97	114,429.00
83977	Programme life-lagunes	Conservat Littoral	1/5/96-31/12/96	55,500.00
	Sauvegarde des Etangs Littoraux	Diren	21/11/96-31/12/97	156,500.00
87999	Conservation of wetland and coastal ecosystems in the Mediterranean Region	Unops	05/96-3/3/99	407,255.00
93056	Extension programme Medwet	Ministère de l'Environnement	27/12/96-31/8/97	400,000.00
93016	Inventaire zones humides LR	Conservat des Espaces Naturels LR	05/6/77-1996	10,000.00
93116	Salins du Lion Vitrolles diagnostic	Aéroport cci Marseille	22/02/96-22/02/97	117,920.00
93046	Plan d'action des zones humides	Ministère de l'Environnement	8/10/96-8/10/97	60,000.00
93026	Plan de gestion Ramsar	Ministère de l'Environnement	29/01/96-29/04/97	214,100.00
98665	Rédaction fiches de fonction communes aux agents de terrain de parc nationaux	ATEN	12/96-03/97	36,800.00
98666	Rédaction d'un répertoire pour présenter les pôles des compétences des différents espaces protégés Français	ATEN	12/96-02/98	61,000.00
93066	Etude pour réalisation guide pratique ZH	ATEN	26/12/96-26/9/97	100,000.00
99222	Expertise Ecologique de la zone de Campagnol	AME	31/8/96-31/12/96	70,000.00
			<b>TOTAL</b>	<b>2,986,803.22</b>

