

**WADDEN SEA FORUM**  
**THEMATIC GROUP POLICY/MANAGEMENT**  
**TG Meeting 1 (TG PM 1)**  
**Wilhelmshaven, 13 – 14 February 2003**

**FINAL MINUTES**

**AGENDA ITEM 1. OPENING**

*Documents: Draft agenda TG Policy/Management (TG PM 1-1)  
List of Participants TGs (TG PM 1-1.1)*

The meeting was opened by the chairperson of the Thematic Group Policy/Management, Mr Verheij, who welcomed the participants to the first meeting of the TG PM. He informed the meeting that 5 thematic groups had been established by the Trilateral Wadden Sea Forum (WSF) in its first meeting on 30 August 2002. The WSF and its thematic groups worked under a tight timetable. The Wadden Sea Forum is tasked to conclude its work by the end of 2004, in order to ensure a timely delivery for the Wadden Sea Ministerial Conference in 2005. The WSF and the 5 thematic groups will be facilitated by the secretariat of the Interregional Wadden Sea Cooperation and the Common Wadden Sea Secretariat.

After a round of presentation of the participants, the meeting **adopted** the proposed annotated draft agenda without amendments. The agenda is in **Annex 1**. A list of the participants is in **Annex 2**. A list of documents for the meeting is in **Annex 3**. A list of actions ensuing from the meeting is in **Annex 4**.

On the suggestion of the chairperson, it was **agreed** to include an indication of the sectors the members represent in the list of members of the TG PM

**AGENDA ITEM 2. ANNOUNCEMENTS**

The chairperson informed the meeting that Mr Keurentjes, Mr Kohls, Mr Blanner, Mr Nooitgedagt, Mr v.d. Mark and Mr Rotermund regrettably had announced that they would not be able to participate in the meeting.

The chairperson further informed the meeting that the draft minutes of the meeting would be circulated to the participants to allow for comments on the draft. On the basis hereof the final draft minutes of the meeting would be placed on the WSF homepage.

**AGENDA ITEM 3. REPORT TEAM MEETING**

The secretary briefly informed the meeting of the main results of the meeting of the chairpersons of the Thematic Groups on 9 January 2003. The prime objective of the meeting was to prepare the meetings of the Thematic Groups.

The chairperson stressed that the meeting had not only been useful in preparing the individual meetings of the Thematic Groups but had also been essential in terms of coordinating their work since the WSF and its Thematic Groups were commissioned with the task of developing coherent sustainable development scenarios.

The meeting **noted** the information.

#### **AGENDA ITEM 4. Draft Terms of Reference**

*Documents: Draft Terms of Reference (TOR) of the TG Policy/Management (TG PM 1-4.1; TGPM 1-4.1-rev.1)  
Terms of Reference WSF (TG PM 1-4.2)  
Rules of Procedure WSF (TG PM 1-4.3)*

Mr Marquenie wished to have included the aspect of social development in the Terms of Reference (TOR) because this aspect had been mentioned in the Esbjerg Declaration. He also wished to see the issue of climate change and expected developments in general reflected in the TOR.

Mr Rösner wished to have a more straightforward and comprehensive list of tasks which would also include the development of perspectives. He further stressed that education and awareness should be included as an issue to be addressed in the work of all TGs in line with the decision of the first meeting of the WSF.

The chairperson stated that the development of perspectives and climate change issue would be covered by the generic trend analysis for the development of the scenarios. It would therefore not be necessary to include those in the TOR. He suggested that the other aspects should be included in an amended version of the Terms of Reference in conjunction with a more systematic listing of the tasks.

The meeting discussed and **agreed** to a revised version of the Terms of Reference of the TG PM. The Terms of Reference for the Thematic Group Policy and Management is in **Annex 5**. The meeting further **approved** of the submission of the TOR to the WSF for approval at its next meeting.

#### **AGENDA ITEM 5. GENERAL DISCUSSION SUSTAINABLE DEVELOPMENT**

*Document: What is sustainable development (TG PM 1-5)*

The chairperson briefly outlined the history of the sustainability discussion. The sustainable development concept was developed by the Brundtland Commission in the late 80s. Sustainable development was defined by the Commission as fulfilling the needs of the current generation without jeopardizing the possibilities of the coming generations to fulfill their needs. The Rio Conference in 1992 on Environment and Development adopted the "Agenda 21". The principal issue of Agenda 21 is finding a balance between economic and social development and protection of the environment. Sustainable development was accepted as a leading principle but he was conscious that those sectors had different views on the implications of the sustainable development concept. Since this concept was the core issue of the WSF, he invited the participants to give their views of the concepts with the aim to attempt finding communalities in views and identify different viewpoints.

Ms Mack stated that the trilateral Wadden Sea cooperation had adopted a number of shared principles defining sustainability. The guiding principle of the trilateral Wadden Sea policy is to achieve, as far as possible, a natural and sustainable ecosystem in which natural processes proceed in an undisturbed way.

Mr Berweger indicated that it would be most fruitful to discuss sustainability in a regional context. The Brundtland definition was too broad to be useful for a discussion in a Wadden Sea context.

Mr Frikke stated that he considered wise use of resources to be a meaningful phrase for sustainability. Sustainability was about finding a good balance between economic development and protection of the natural resources.

Mr Rösner emphasized that a good balance should be found between the three elements of the sustainability concept. He agreed that the sustainable development concept should be regionalized. The guiding principle which Ms Mack referred to is very important in this respect. However, it is valid mainly for the Wadden Sea Conservation Area. As the Wadden Sea Region could be seen as a larger area, the geographical range of the discussions on sustainable development for the Wadden Sea is important. Climate change was, e.g., a global issue but with consequences for the Wadden Sea.

Mr Salverius stated that he agreed that the concept could best be discussed in a regional context. The essential approach of the concept was the integrative approach on all levels also in terms of ecology, social and economic development.

Mr Marquenie stated that the three elements of the sustainability concept, social and economic development as well as environmental protection, should be addressed equally. The task of the WSF was to support sustainable development of the Wadden Sea Region. As to the Wadden Sea itself, a

key concept would be resilience of the system, i.e. to what extent would the system be able to recover from impacts.

Mr Frikke emphasized that sustainable development reflects the decisions we make. He suggested that it could be considered to make a list of activities which would encompass a ranking of what could be allowed taking into account a sustainability approach in a positive way. An important element in this approach could be zoning.

Both Mr Berweger and Mr Marquenie doubted whether this would be a fruitful approach. Mr Berweger stated that the protected area approach should not be extended.

Mr Rösner emphasized that an important element in further discussions should be confidence building between the different sectors and interests. A lot more could be achieved, both for the Wadden Sea nature and the people living in the area, if there was more mutual understanding between the different sectors and a general acceptance of the particularly important role conservation must have in the Wadden Sea, the latter being reflected in the joint trilateral decisions and national protection measures. Mr Salverius agreed with the last speaker. An important aim should be applying the same framework for decision making and balancing interests. Planning would be an important instrument in this respect.

The chairperson indicated in addition to the former speaker that the WSF was tasked with sustainable development and developing integrated management in the coastal zone. This would include also coastal protection according to a decision of the WSF. It would therefore be considered the geographical area.

Mr Frikke added that for the Danish Wadden Sea Region an integrated planning of the coastal zone existed. The physical plan stipulated that relevant developments should be addressed. This could relate to a confined area of the coastal zone or beyond that depending on the relevance of the development

Summarizing the extensive discussion, the chairperson indicated and the meeting **agreed** that there was consensus between the participants on a number of issues being

- The guiding principle of the trilateral Wadden Sea cooperation being the point of departure for the work of the Thematic Group
- Sustainability was about finding a good balance between economic and social development in the Wadden Sea Region and protection of the natural environment; it was necessary to discuss and define sustainable development in a regional Wadden Sea context
- Sustainable development should include the Wadden Sea coastal zone; criteria for defining the coastal zone would be the relevance of developments for the coastal zone
- Spatial planning in the coastal area including zoning should be considered important instruments in respect of the development of sustainability

On the suggestion of the chairperson the meeting discussed the suggestion of Mr Frikke to establish a list of activities with an indication of the degree of sustainability. Mr Rösner doubted whether it would be a fruitful exercise because of the several dimensions in such a discussion. Mr Marquenie referred to a recent Dutch report analyzing status and indicating options for a future aspired status, which could be helpful for the discussion. The chairperson indicated that such a list should only be taken as a preliminary indicative list. Its main function would be to help defining the area of sustainability.

On the suggestion of the chairperson, the meeting **agreed** to invite Mr Frikke to elaborate a list to be circulated for comments and scoring according to a pre-defined scoring list to the Members of TG PM in about two weeks. A decision on whether to present the list to the WSF plenary meeting in April would be taken on the basis of the comments of the members and after consulting the chairpersons of the other TGs.

The chairperson furthermore indicated that a report would be made of the discussions of this issue in all the TGs to be submitted to the WSF for further discussion. The meeting **took note** of the information.

## **AGENDA ITEM 6. WORKING SCHEME**

### **6.1 Scenario approach**

*Document: IntroScenario Planning for the Wadden Sea Forum as distributed at the meeting (copy of slides presentation)*

Mr Römgens, CIBIT, the consultant in scenario methodology, who was hired to support the scenario approach informed the meeting on the advantages of scenario developments for the work of the TGs, including the basic requirements for the scenario buildings. The contents of the presentation is summarized in the paper "Intro Scenario Planning for the WSF", which was distributed at the meeting.

After a comprehensive discussion about the methodology and its understanding, the participants identified a number of aspects and driving forces which they individually considered important for the further work of the TG PM and the WSF:

- Climate change
- Development of tourism and leisure time
- Population increase/decrease - size in the coastal zone
- Transportation system/pattern
- Energy policy, energy costs, new energy production, valuation by people
- Industry policy
- Water/ecosystem quality
- Spatial planning policy e. g. constructions in the Wadden Sea
- Structural funding after 2006
- Nature perception, nature valuation
- Ecological changes
- Shipping safety

The meeting **agreed** that it would be recommendable to consider these elements and trends during the process of discussion the generic and sector specific trends.

The meeting further **agreed** that relevant specific reports with data, developments, perspectives of the sector, until about 3 years old, should be sent to the secretariat as soon as possible.

## 6.2 Time schedule

*Document: Draft work schedule (TG PM 1.6.2) as distributed at the meeting*

The chairperson briefly explained the draft work schedule. 5 TG meetings are scheduled as agreed by the WSF and in the period as indicated in the work schedule. The main work for the coming period until the next TG would be to initiate the external studies, write the generic trend reports, and collate information for the specific sector trends. The next TG would have the task to discuss and assess the generic trend reports and establish a first scenario skeleton. Since it was vital that this would be a common exercise of all TGs, the chairpersons of the TGs had agreed to arrange a common meeting on **June 23-24, 2003** in the Netherlands.

The meeting **adopted** the work schedule as in **Annex 6**.

## **AGENDA ITEM 7. ROLE OF EXPERT STUDIES AND EXPERT CONSULTANTS.**

*Document: Draft TOR expert consultants (TG PM 1-7)  
Draft Terms of Reference Review of International Legal Instruments, Policies and Management with regard to the Wadden Sea Region as distributed at the meeting*

The chairperson briefly introduced the Terms of Reference for experts on policy and management. He stressed that this was an option in case the TG PM wished to involve external experts in their work.

The meeting **agreed** to the proposed Terms of Reference. The Terms of Reference are in **Annex 7**.

The chairperson further referred to the Terms of Reference for the Review of international legal instruments, policies and management with regard to the Wadden Sea Region. This review had already been commissioned by the WSF, but the TG PM was invited to comment on these Terms of Reference prior to its execution.

It was noted that the Terms of Reference should be tuned with the Terms for the TG, as agreed under agenda item 4. It was **agreed** to instruct the secretariat to tune the Terms of Reference of the study

with the Terms of Reference of the TG PM. Taking account of this last aspect the meeting **agreed** to the Terms of Reference.

### **AGENDA ITEM 8. INFORMATION STRATEGY**

The chairperson outlined the information strategy. Considering the huge amount of available information, the Team meeting agreed that the secretariat would elaborate and continuously update a list of available documents, to provide abstracts of the most important papers and to put the relevant information on the WSF web site.

For the TG meetings in principle only documents directly related to the meeting will be distributed. If members would like to provide the TG members with background documents, the secretariat will be informed and will announce such documents in a list which is sent out together with the meeting documents. On the basis of this list individual members can request documents from the secretariat, download them from the WSF site or pick them up during the meetings.

The secretary informed the meeting that all documents for the TGs and the WSF would be available on the WSF-website [www.waddensea-forum.org](http://www.waddensea-forum.org). The website also encompassed other relevant information such a member lists etc. In this respect those members which had not yet done so were requested to send a short cv and a photo to be included on the site. Participants indicated that the availability of the website should be checked, since some had problems finding the site.

The meeting **agreed** to instruct the secretariat to check the availability of the WSF website. It was further **agreed** to send cv's and photos.

### **AGENDA ITEM 9. COMMUNICATION STRATEGY**

In the coming months a draft communication strategy will be elaborated by the secretariat. This strategy will address:

- Communication within the project, i.e. between TGs and between TGs and WSF;
- Communication between WSF members and their respective sectors;
- Communication with the outside world, i.e. the general public in the region.

The intention of the communication strategy is to assist the members of the TGs and the WSF in involving a broader community in the work than the members and support them in their communication with the sectors.

Ms Mack indicated that it might be helpful to look at the experience the Dutch Ministry of Agriculture had with the way it communicated with the region in preparation of the 2001 Wadden Sea Conference.

Mr Marquenie stated that he needed a power point presentation to explain the WSF work to his sector.

On the suggestion of the chairperson it was **agreed** that the members should have the opportunity to provide input, comments and suggestions in the next two weeks on the aspects in particular on the issue of communication with the outside world. Furthermore the secretariat was **instructed** to make a power point presentation on the WSF of 5 slides which could be used by the members of the TGs and the WSF to explain the WSF.

### **AGENDA ITEM 10. FINANCIAL AND ADMINISTRATIVE MATTERS**

*Document: Financial matters (TG PM 1.10)*

The WSF project is financed through both, the EU Interreg IIIB program and contributions of participants. The latter are mainly in the form of working hours invested in the project and costs for travel and accommodation. Therefore it is important that all members document their work effort which is calculated on the basis of their salary. Both working hours and travel costs must be administered for all participants. The participants were given the opportunity after the meeting for a short training in filling in the forms.

**AGENDA ITEM 11. ANY OTHER BUSINESS**

The chairperson indicated that the time-horizon for the WSF scenarios currently set at 2020 had been addressed by a number of participants as being too short. He suggested that this issue would be discussed at the next joint TGs-meeting.

Mr Frederiksen emphasized that consistency in attendance at the meetings was absolutely essential. At this meeting 6 members did not attend and this would jeopardize the work of the TG. Deputies would not solve this problem.

It was **agreed** that the chairperson should contact the non-attending members and stress that participation in the meeting was essential to maintain continuity. Further it was agreed that the secretariat should circulate proposals for different meeting dates of TG PM 3 and 4 in September and December 2003 with the option to choose to ensure that the meeting dates would be settled on a long-term basis.

**AGENDA ITEM 12. CLOSING**

The chairperson reiterated the dates for the next joint TGs-meeting on **23-24 June 2003** in the Netherlands.

He closed the meeting on 14 February at about 12.00 hrs

**Wadden Sea Forum Thematic Group Policy/Management**

**TG PM 1**

**13 – 14 February 2003**

**Agenda**

1. Opening
2. Announcements
3. Report Team meeting
4. Draft Terms of Reference
5. Discussion Sustainable development
6. Working scheme
  - 6.1 Scenario approach
  - 6.2 Time schedule
7. Role of expert studies and expert consultants. Draft TORs expert consultants.
8. Information strategy
9. Communication strategy
10. Financial and administrative matters
11. Any other business
12. Closing

**Annex 3****LIST OF DOCUMENTS TG PM 1**

doc. no.	contents	Delivered		
		by	date	How
<b>agenda item 1: Opening of the meeting and adoption of the agenda</b>				
TG PM 1-1	Draft agenda TG Policy/Management	CWSS	03/02/03	e-mail <b>No.1</b>
TG PM 1-1.1	List of participants TGs	Chair	03/02/03	e-mail <b>No.1</b>
<b>agenda item 2: Announcements</b>				
<b>agenda item 3: Report Team meeting</b>				
<b>agenda item 4: Draft Terms of Reference</b>				
TG PM 1-4.1	Draft Terms of Reference (TOR) of the TG Policy/Management	CWSS	03/02/03	e-mail <b>No.1</b>
TG PM 1-4.1 rev	Draft Terms of Reference (TOR) of the TG Policy/Management rev1	CWSS	14/02/003	At meeting
TG PM 1-4.2	Terms of Reference WSF	<b>CWSS</b>	03/02/03	e-mail <b>No.1</b>
TG PM 1-4.3	Rules of Procedure WSF	CWSS	03/02/03	e-mail <b>No.1</b>
<b>agenda item 5: General discussion on expectations, what is sustainable development</b>				
TG PM 1-5	What is sustainable development?	CWSS	03/02/03	e-mail <b>No.1</b>
<b>agenda item 6: Working scheme</b>				
<b>agenda item 6.1: Scenario approach</b>				
	Copy slide presentation	CWSS	03/02/03	At meeting
<b>agenda item 6.2: Time schedule</b>				
TG PM 1.6.2	Draft work schedule	CWSS	13/02/03	At meeting
<b>agenda item 7: Role of expert studies and expert consultants. Draft TORs expert consultants.</b>				
TG PM 1-7	Draft TOR expert consultants	CWSS	03/02/03	e-mail <b>No.1</b>
	Terms of Reference Review of International Legal Instruments, Policies and Management	CWSS	14/02/03	At meeting
<b>agenda item 8: Information strategy</b>				
<b>agenda item 9: Communication strategy</b>				
<b>agenda item 10: Financial and administrative matters</b>				
TG PM 1-10	Financial matters (+4 extra Excel files)	CWSS	03/02/03	e-mail <b>No.1</b>
<b>agenda item 11: Any other business</b>				

**Annex 4**

**LIST OF ACTIONS TG PM 1**

**Sustainability**

1 Mr Frikke to elaborate a list to be circulated for comments and scoring according to a pre-defined scoring list to the Members of TG PM in about two weeks.

**Reports, Studies, Trend reports, Perspectives**

2. Specific reports with data, developments, perspectives of the sector, until about 3 years old, to be sent to the secretariat as soon as possible by the members.

**Review International Legal Instruments**

3. Secretariat to tune Terms of Reference for Review with Terms of Reference for TG PM

**Information**

4. Secretariat to check availability of Wadden Sea Forum website [www.waddensea-forum.org](http://www.waddensea-forum.org)

**Communication**

5. Members to provide input, comments and suggestions in the next two weeks on the aspects in particular on the issue of communication with the outside world.

6. Secretariat to make a power point presentation on the WSF of 5 slides which could be used by the members of the TGs and the WSF to explain the WSF.

**Participation**

7. Chairperson to contact non-attending members TG PM to stress necessity of participation.

8. Proposal for meeting dates TG PM 3 and 4 to be circulated by secretariat.

**Annex 5****Draft Terms Of Reference (TOR) Thematic Group Policy and Management****1. Overall objective**

Thematic Groups are installed by the Trilateral Wadden Sea Forum (WSF) with the aim of preparing on a regular basis background material for consideration and further elaboration of the plenary meetings of the WSF.

**2. Tasks**

The thematic groups have the following overall tasks:

- To collect relevant information in the thematic fields and to analyze and assess this information with a view to elaborate various sustainable development scenarios based on the information collected and analyzed, and on different forecasts, expectations and visions;
- To develop, on the basis of an assessment of the various scenarios, proposals for the most appropriate scenarios;
- To elaborate recommendations and proposals for strategies for the implementation of selected scenarios, as well as general recommendations for visions and strategies on sustainable development in the Wadden Sea region;
- To commission, if necessary, studies and analyses for the work of the groups and invite, if necessary, experts to support its work;
- To ensure the necessary dialogue with the organizations not represented in the WSF, both nationally and locally, regarding analyses, proposals and recommendations in the work field of those organizations;
- To deliver, upon request of the WSF, further input to the work of the WSF.

**The Thematic Group on Policy and Management (TG PM) will more particularly address:**

1. International legal instruments and policies which are relevant for the Wadden Sea Region (lacks in implementation, implications for national regulations and policies, necessities and opportunities for trilateral harmonization) in particular, EU instruments and policies with regard to

- EU policies on agriculture, fisheries, industry, transport/shipping, energy, tourism and social development, and planned and/or anticipated changes in these policies
- The EU Habitats Directive, EU Birds Directive, EU Water Framework Directive, EU Environmental Impact Assessment Directive and 6th Environmental Program ;

2. EU Integrated Coastal Zone Management (ICZM) with specific reference to the Wadden Sea Region in accordance with the objective, as formulated in the approved Interreg IIIB application also taking into account global changes;

3. National instruments, regulations, spatial planning, policies and management (protection regimes, regional planning, sector planning) with regard to their implications for the Wadden Sea Region;

4. Generic and specific trends in the field of policy and management including perspectives on instruments, regulations, policies and management;

In its work, the TG PM will keep in mind the importance of education and public awareness related to the Wadden Sea Region as a region with a common identity. The TG PM will also pay due attention to the concept of responsible entrepreneurship.

**3. Composition**

See Annex 1

**4. Time schedule**

Each Thematic Group will deliver its final report, including proposals for recommendations, by March 2004 ultimately.

The meetings of the Thematic Groups will be prepared by the chairperson of the thematic group and the secretariat. The first meeting will be held as soon as possible taking account of the available secretarial resources.

#### **5. Reporting**

The Thematic Groups will deliver a work plan for its work including a specification of its tasks and deliveries to the WSF2 meeting, to be approved by the WSF.

The Thematic Groups report to the WSF-meetings.

#### **6. Facilitation**

The Thematic Groups are facilitated by the WSF secretariat.

### Workscheme WSF, version 26 February 2003

	2003												2004											
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Wadden Sea Forum Meeting</b>				II 24-25						III 30-31						IV 15-16				V 16-17		VI 4-5		
<b>Thematic Group Meeting</b>		TG 1				TG 2 23-24			TG 3			TG 4			TG 5									
<b>Regional Conferences</b>																	*							
<b>Final Conference</b>																						*		
<b>Thematic Group Work Schedule</b>																								
<b>TG1. TORs/Working method/Planning</b>		X																						
Consultants: External studies																								
Secretariat: write generic trend reports																								
TG members: provide sector-specific information.																								
<b>TG2. Joint workshop.</b> Discussion Generic trend report; Specific trends. Scenario Skeleton							X																	
Secretariat: write specific trend report																								
Consultants: specific studies (if necessary)																								
Secretariat: build 1st draft scenarios																								
<b>TG3. Discuss 1st draft scenarios.</b> First ideas for strategies									X															
Secretariat: build 2nd draft scenarios																								
TG members: proposals for sector-specific strategies																								
<b>TG 4. Discuss 2nd draft scenarios.</b> Test strategies													X											
Secretariat: finalize trend reports and scenarios																								
<b>TG 5. Finalize and integrate strategies.</b> Recommendations to WSF.																X								

**Annex 7****Terms of Reference Consultant Policy and Management**1. Knowledge/Experience

- 1.1 Knowledge of actual situation on protection and management of the Wadden Sea and the general regulations of the Wadden Sea Region (preferably whole region alternatively part of the region)
- 1.2 Knowledge of relevant regional/national regulations and policies
- 1.3 Knowledge of relevant international / EU regulations and policies
- 1.4 Knowledge of the (EU) concept of Integrated Coastal Zone Management
- 1.5 Expertise with regard to the relationship between international and national instruments, policies and management
- 1.6 Knowledge of/experiences with scenario development is considered an advantage

2. Tasks

- 2.1 Meetings with the secretariat and chairperson
- 2.2 Inventory and assessment of the information on legal instruments, policy and management (making use of outcome general study on policy and management)
- 2.3 Inventory and assessment of implementation of/relationship between international and national legal instruments in particular in terms of determining perspectives, deficiencies and (alternative) solutions
- 2.4 Support in preparation TG meetings
- 2.5 Possibly participation in the meetings of the Thematic Group Policy and Management
- 2.6 Participation in process of scenario development under supervision of scenario manager, i.e. delivery relevant information, selecting relevant parameters

3. Products

## Reports on

- 3.1 Analysis in the field of legal instruments, policy and management based on the general study on policy and management as requested by the thematic group
- 3.2 Discussion papers on specific themes, e.g. what would an ICZM strategy tailored for the Wadden Sea imply, legal implications of the Water Framework Directive etc.

4. Timing

March 2003 : Preparatory meeting with secretaries and chair TG Policy and Management (1 day)  
March – May 2003: Elaboration basic study  
May 2003 : Support selection basic scenario parameters  
June – September 2003: Support development 1st draft scenario  
Sep – Nov 2003: Support development 2nd draft scenario

Note: Consultant work to be related to the agreed study on "Comparative Analysis of Policy and Management"