

TWELFTH MEETING OF PARTNERS OF THE EAST ASIAN – AUSTRALASIAN FLYWAY PARTNERSHIP
Cebu, Philippines, 8-14 November 2025



Decisions 1 – 8

Partnership Governance Harmonisation

Submitted by Management Committee

Summary

Draft Decisions 1 – 8 are submitted by the Management Committee to the 12th Meeting of Partners to the East Asian – Australasian Flyway Partnership. These decisions cover nine EAAFP governance documents that were reviewed by the Management Committee during the intersessional period in consultation with the Secretariat, Technical Sub-Committee, Finance Sub-Committee and Partners.

The purpose of the comprehensive review was to ensure all relevant EAAFP governance documents were fit for purpose, contemporary and continued to meet their intended function. Partners were consulted on the proposed amendments between April and September 2024. Management Committee considered all input provided by Partners and endorsed the proposed amendments at its meetings in November 2024 and March 2025.

Partners are invited to review the proposed amendments and approve Draft Decisions 1 – 8.

Background

1. At the 11th Meeting of Partners (MOP11), Partners identified some discrepancies within and across the various Partnership governance documents which caused some consternation. During the meeting it became apparent that a comprehensive review of the adopted governance documents would be beneficial to ensure they were fit for purpose, contemporary and continued to meet their intended purpose.
2. During MOP11, Partners expressed a desire for Management Committee to take the lead on the review of the EAAFP governance documents and bring forward any proposed amendments to the 12th Meeting of Partners (MOP12) for consideration and approval.
3. During the intersessional period, the Management Committee identified nine relevant EAAFP governance documents that had been adopted since 2006 and were within scope of the review.

The MOU concerning the hosting, Secretariat and administrative services was dealt with separately as discussed in the Management Committee report at Doc.6.

4. The nine governance documents reviewed by the Management Committee were:
 - 1) **Partnership document** – Adopted at MOP1 (2006), with subsequent amendments to the Annexes.
 - 2) **Terms of Reference of the Management Committee** – Adopted at MOP5 (2010) with subsequent amendments at MOP9 (2017).
 - 3) **Terms of Reference of the Finance Sub-Committee** – Adopted at MOP9 (2017).
 - 4) **Terms of Reference of the Technical Sub-Committee** – Adopted at MOP9 (2017), with subsequent amendments at MOP10 and MOP11.
 - 5) **Terms of Reference of the EAAFP Secretariat** – Adopted at MOP5 (2010).
 - 6) **Delegation of Authority between the Chair of the Partnership and Chief Executive** – Adopted at MOP5 (2010).
 - 7) **Rules of Procedure for the Sessions of the Meeting of Partners** – Adopted at MOP9 (2017).
 - 8) **Guidelines for Establishing Single Species Task Forces** - Adopted at MOP5 (2010).
 - 9) **Guidelines for Developing Single Species Action Plans** – Adopted at MOP5 (2010).
5. At its first meeting on 6 July 2023, the Management Committee proposed that the initial review of documents would be led by either the Chair of the Partnership, Management Committee, Finance Sub-Committee, Technical Sub-Committee, or the Chief Executive to generate ideas about possible amendments and reform options.
6. The Management Committee agreed that once the initial reviews had been completed, the Management Committee would coordinate the overall response to the harmonisation of EAAFP governance documents. The Management Committee also acknowledged that consultation with all Partners, the Secretariat, working groups and task forces was vital to ensure all concerns raised at MOP11 had been appropriately identified and addressed throughout the process.
7. In November 2023, the Management Committee discussed the initial response to the proposed amendments to several governance documents and further agreed to develop a consultation framework to engage Partners during 2024.
8. Proposed amendments suggested by reviewers largely related to outdated text, misalignment between Terms of Reference, unclear reporting structures between the Committees and Sub-Committees and generally lacking contemporary expectations and standards, such as declaration of conflict-of-interest provisions.
9. After the Management Committee considered the outcomes of the initial review, a broad consultation process was initiated with all Partners, the Finance Sub-Committee and Technical Sub-Committee during 2024. This included three webinars hosted by the Chair to facilitate consultation, seek views on the proposed amendments and address points of clarification.
10. The Management Committee agreed to split the consultation into three tranches to aid consideration by Partners. The three tranches included:

Tranche	Documents	Timing of consultation
Tranche 1	Partnership document, Terms of Reference for the Secretariat and Delegation of Authority	April – May 2024
Tranche 2	Terms of Reference for the Management Committee, Finance sub-Committee and the Technical sub-Committee	June – July 2024
Tranche 3	Rules of Procedure for MOPs and guidelines for establishing Single Species Task Forces and the development of Single Species Action Plans	August – September 2024

11. All Partners were notified of Tranche 1 documents by the Chair of Management Committee on 3 April 2024 and invited to attend a webinar on 2 May.
12. Four Partners attended the webinar – New Zealand Government, Food and Agriculture Organization, Wild Bird Society of Japan and the Australasian Wader Study Group.
13. Key points raised during the meeting were:
 - 1) Support for revisiting the organizational structure to support flyway objectives.
 - 2) Strengthening paragraph 9 of the Partnership document.
 - 3) Reconsidering the flyway boundaries in light of new knowledge of bird migration.
 - 4) Clarifying the purpose and intent of the Secretariat, including clear expectations of the Chief Executive.
14. A summary of the webinar has been provided at **Attachment A**.
15. As of 31 May 2024, four Partners provided written comments, including the Convention on Migratory Species, International Crane Foundation, New Zealand, and Australasian Wader Study Group.
16. On 3 June 2024, the Chair shared Tranche 2 documents with Partners which included the proposed amendments to the Terms of Reference of the Management Committee, Terms of Reference of the Finance Sub-Committee and the Terms of Reference of the Technical Sub-Committee. A webinar to discuss these documents occurred on 18 July 2024.
17. Three Partners attended the second webinar – New Zealand Government, Wild Bird Society of Japan and the Australasian Wader Study Group. The Chair of the Finance Sub-Committee also attended.
18. Key points raised during the meeting were:
 - 1) Support for revision and harmonization across the Terms of Reference.
 - 2) Further clarifying the relationship between the Management Committee and the Meeting of Partners.
 - 3) Support for a clearer outline of roles and functions of Sub-Committees.
 - 4) Strengthening reporting structures and accountability to Partners.
19. A summary of the webinar has been provided at **Attachment B**.
20. As of 31 July 2024, one Partner (New Zealand) and the Chair of the Finance Sub-Committee provided written comments.

21. On 5 August 2024, the Chair shared Tranche 3 documents with Partners which included the proposed amendments to the Rules of Procedure for the Meeting of Partners, the Guidelines for establishing Single Species Task Forces and Guidelines for the development of Single Species Action Plans. A webinar to discuss these documents occurred on 5 September 2024.
22. One Partner attended – Wild Bird Society of Japan.
23. Key points raised during the meeting were:
 - 1) No further proposed amendments to the Rules of Procedure.
 - 2) Support for the flexibility of single and multi-species actions plans under the Partnership framework.
 - 3) Broad support for the proposed changes as described in the Tranche 3 documents.
24. A summary of the webinar has been provided at **Attachment C**.
25. As of 30 September 2024, two Partners, New Zealand Government and the International Crane Foundation, provided written comments on the Tranche 3 documents.
26. Once consultation was completed, the amended documents were reconsidered by the Management Committee in November 2024 and March 2025.
27. All documents were endorsed by the Management Committee and were prepared for Partner consideration at MOP12.
28. Specific amendments can be found in draft decisions 01 – 08.

Decision:

- That Partners approve the proposed amendments to the EAAFP governance documents, draft decisions 1 – 8.

Annex 1

Decision 1 – 8

Partnership Governance Harmonisation

Submitted by Management Committee

Recalling, the discussion at the 11th Meeting of Partners and request by Partners for Management Committee to take the lead on a review of the EAAFP governance documents and bring forward any proposed amendments to the 12th Meeting of Partners for consideration and approval;

Recognising that governance, in its broadest sense, refers to the systems, processes, and structures through which an organization is directed and controlled, ensuring accountability, transparency, and ethical conduct;

Further recognizing governance encompasses the rules, practices, and relationships that determine how decisions are made, power is exercised, and accountability is maintained within an organization or group;

Acknowledging, that when organisations embrace good, contemporary governance, they develop into more mature, compliant, accountable, and transparent entities;

Acknowledging that since inception, the Partnership has developed a number of governance documents and practices but has not adopted a regular review process, which has led to a variety of discrepancies amongst these documents;

Recognising, the extensive review undertaken by the Management Committee in consultation with all Partners, has greatly improved the Partnership's governance framework;

Acknowledging, the advice received from the Secretariat, Finance Sub-Committee and Technical Sub-Committee during the review and consultation periods;

Thanking Partners for their consideration and engagement during the governance review, and *encouraging* a regular review of governance documents and practices over the intersessional period;

Further thanking the Secretariat for their intersessional support and technical guidance;

*The 12th Meeting of Partners
of the East Asian – Australasian Flyway Partnership*

1. *Adopts* the Partnership document as submitted to MOP12 at Decision 1;
2. *Adopts* the Terms of Reference of the Management Committee as submitted to MOP12 at Decision 2;
3. *Adopts* the Terms of Reference of the Budget and Finance Sub-Committee as submitted to MOP12 at Decision 3;
4. *Adopts* the Terms of Reference of the Technical Advisory Group as submitted to MOP12 at Decision 4;
5. *Adopts* the Terms of Reference of the EAAFP Secretariat as submitted to MOP12 at Decision 5;
6. *Adopts* the Delegation of Authority between the Chair of the Partnership and the Chief Executive as submitted to MOP12 at Decision 6;
7. *Adopts* the Rules of Procedure for the Sessions of the Meeting of Partners as submitted to MOP12 at Decision 7;
8. *Adopts* the Guidelines for Establishing Single Species Task Forces and Guidelines for Developing Single Species Action Plans as submitted to MOP12 at Decision 8;
9. *Instructs* the Secretariat to make available adopted governance documents on the EAAFP website;
10. *Encourages* Partners, Management Committee, Budget and Finance Sub-Committee, Technical Advisory Group and the Secretariat to continuously review the EAAFP governance framework and submit any additional amendments to future MOPs.