



Document 11

EAAFP Secretariat's Proposed Budget and Workplan for 2026–2027

Submitted by EAAFP Secretariat

Summary

The Secretariat's Workplan and Budget for 2026–2027 has been developed in line with the EAAFP Strategic Plan 2019–2028 and reviewed by the Management Committee, and Finance Sub-Committee. It outlines strategic priorities for governance, institutional strengthening, operational improvements, and expansion of the Flyway community, with a focus on building the Flyway Site Network, strengthening capacity, and advancing flyway-wide conservation approaches.

This proposal incorporates feedback from Partner implementation reports, prioritises engagement with potential new Partners, and aims to enhance collaboration through both existing and new initiatives, as well as strengthening regional cooperation and partnerships across the EAAF.

Partners are requested to review Annexes 1 and 2, note the recommendations, and approve the Secretariat's proposed budget and workplan for 2026 – 2027.

Background

1. Under the adopted organisation structure of the Partnership and the Strategic Plan 2019–2028 at the 10th Meeting of Partners (MOP10), in consultation with the Management Committee, the Secretariat contributes across the KRAs of the Plan. This document is to introduce the workplan and budget of the Secretariat and the Science Unit (based in Beijing, China, Ref. MOP10. DD.05) for 2026 and 2027.
2. This Secretariat's Workplan and Budget for 2026–2027 has been developed in alignment with the EAAFP Strategic Plan and current priorities. It outlines key priorities and identifies opportunities for fundraising from government and corporate Partners. It is not intended for line-by-line

negotiation, but rather to provide a strategic overview and highlight areas requiring future investment or support.

3. Annexes 1 and 2 contain detailed priorities and the proposed budget and workplan of the Secretariat for 2026–2027. The accompanying tables in Annex 2 reflect a balanced draft budget, assuming a modest carryover of approximately USD 35,322 from 2025. Please note that all financial figures are estimates, and exchange rate fluctuations (from Korean Won to US Dollars) may affect final totals.
4. The draft was reviewed by the Finance Sub-Committee in June 2025 and the Management Committee in July 2025, and their inputs have been included.
5. Themes raised through Partner implementation reports have been included.
6. Based on the Secretariat’s experience over the past two and a half years, we recommend that Partners:
 - a) Acknowledge the consistent annual contributions from some Partners and the Incheon Metropolitan City Government as a Special Partner.
 - b) Note the shortfall in funding for key Partnership and programme activities, which will mean some activities cannot be undertaken or completed without additional funding.
 - c) Renew their commitment to voluntary and in-kind contributions.
 - d) Support the Secretariat in sourcing alternative funding mechanisms.
 - e) Approve the workplan and budget for 2026–2027.

Annex 1

Strategic Priorities and Budget Principles for 2026–2027

BACKGROUND

The EAAFP Partnership Document identifies three key pillars to enhance the conservation status of migratory waterbirds (MWBs):

- Building and promoting the Flyway Site Network (FSN)
- Strengthening capacity at the local level
- Advancing a Flyway-wide approach to conservation

The work of the Partnership contributes to the implementation of key intergovernmental agreements and international frameworks, including CMS, Ramsar Convention on Wetlands, CBD, and IUCN. It serves as a critical platform for cooperation and dialogue between governments, flyway site managers, scientists, Indigenous communities, and civil society.

The Purpose of the Partnership is to provide a Flyway-wide framework to foster collaboration and collective action across sectors and nations.

The Goal is to ensure that MWBs and their habitats along the East Asian–Australasian Flyway (EAAF) are recognised and conserved for the benefit of both biodiversity and people.

A core function of the Partnership is the development and strengthening of the Flyway Site Network (FSN)—an internationally recognised chain of important wetlands that form ecological corridors essential for bird migration. This aligns with the concept of ecological networks promoted under CMS and CBD.

The EAAFP Strategic Plan provides the overarching framework to operationalise the Partnership's **five Objectives**:

1. Development of the network of internationally important sites
2. Communication, education, participation, and awareness (CEPA)
3. Research, monitoring, and information exchange
4. Capacity building for habitat and water management
5. Flyway-wide approaches, especially for priority species and habitats

BUILDING FROM 2025 INTO 2026–2027

The Secretariat is in a strong position heading into this planning cycle. Staff morale is positive, internal systems are improving, and networks and partnerships across the Flyway are strengthening. The appointment of Coordinators for the Programme, Communications, and Administration and Finance

teams has had a tangible positive impact—supporting delivery of technical outputs, deepening engagement with Partners, and enhancing our public presence.

The 20th anniversary of the EAAFP will be in 2026. It continues to serve a vital niche: connecting governments, sites, and communities across the Flyway. In 2026–2027, we will deepen this role through focused investment in local capacity, Indigenous and community engagement, and Flyway-scale initiatives such as the Sister Site network, the Flyway University Alliance, and diplomatic outreach. Emphasis will be placed on engaging countries that have shown interest but are not yet formal Partners, or new Partners (e.g., Brunei Darussalam, Lao PDR, Papua New Guinea, Timor Leste).

We are also grateful for the significant support received from key Partners:

- Incheon Metropolitan City, our Special Partner, remains the main financial contributor and continues to encourage broader Partner engagement.
- Beijing Forestry University hosts the Science Unit, providing in-kind support including the inaugural EAAFP Flyway Science Symposium, a draft EAAFP Science Strategy, and the launch of the Flyway University Alliance to nurture the next generation of Flyway professionals.

The Partnership also benefits enormously from voluntary contributions of time and expertise by governments, NGOs, and individuals through our governance structures, Working Groups, and Task Forces, and regional flyway initiatives. The workplan has also been informed by responses from the Partnership reports submitted to the Secretariat in July 2025.

However, it must be acknowledged that the Secretariat's core operational funding remains insufficient and has not kept pace with inflation or workload demands. Staff are employed on short-term (one-year) contracts, and salaries have remained largely stagnant for over 15 years—some well below international benchmarks. This situation threatens the sustainability of our work and the ability to retain key personnel. While we do not expect to offer globally competitive salaries, Partners are encouraged to address this as a matter of fairness, integrity, and organisational health.

PRIORITIES 2026–2027

The following priorities reflect progress since MOP11 (2023), the impact of a refreshed and competent Secretariat team, and emerging opportunities across the Flyway. These activities are fully aligned with the EAAFP Strategic Plan (2019–2028) and are grouped under four main areas:

1. Governance and Strategic Direction

- Implement MOP12 Decisions: Ensure Secretariat delivers on relevant MOP12 outcomes and supports governance bodies in progressing their mandates.
- MOP13 Preparation: Begin structured planning for MOP13, including identification of a host country.
- Strategic Plan Review: Coordinate the 10-year Strategic Plan (2019–2028) review process, to be presented and adopted at MOP13.

- Materials Update: Refresh all public-facing materials (digital and print), including updated resources for Flyway Site Network promotion, with follow-up support for interested sites.

2. Institutional Strengthening and Outreach

- UNEA Observer Status to enhance status and reputation of the EAAFP and international staff status in the host country.
- Corporate Engagement: Deepen partnerships with corporate actors and seek new strategic sponsors. Develop an international corporate partnership strategy with accompanying prospectus.
- Brand Refresh: Update branding of the Partnership to better reflect current values, purpose, and ambitions. Additional funding to implement the draft concept for a prospectus.
- Diplomatic Engagement: Strengthen ties with embassies along the Flyway, beginning with established links in the Republic of Korea (New Zealand and Philippines), Ambassadors for Nature in Beijing.
- Key Partner Relations: Maintain and strengthen relationships with Incheon Metropolitan City Government (core funder) and key institutional Partners, including the Beijing Forestry University.
- National Collaboration: Support biodiversity outreach in the Republic of Korea and develop a national partnership model to pilot in the country.
- Funding/Income: Work with the Budget and Finance Sub-Committee to raise resources for core Secretariat operations, personnel, and implementation of Strategic Plan priorities.
- Seek support from government Partners to work together through the EAAF Partnership framework to secure GEF-9 funding. See separate paper at **Doc.10** *Enhancing EAAFP's Strategic Engagement with Global Environment Facility*.

3. Operational Improvements

- Staff Security: Address salary inequities and establish a baseline of 2-year contracts for key staff, improving retention, and continuity.
- Technology and Infrastructure: Revisit the feasibility of website overhaul as the existing website is too large for most developers; secure technical support for IT, GIS, and data tools benefiting Partners.
- Programme Delivery: Continue to employ Programme and Communications Coordinators to maintain momentum, Working Group/Task Force, and Partner support to implement the strategic plan.

4. Expanding the Flyway Community, Strengthening Science, and Fostering Innovation

The EAAFP thrives because of its unique ability to bring together people, places, and knowledge across borders. This priority area reflects our commitment to expanding the Partnership meaningfully—geographically, thematically, and institutionally—while investing in the scientific and operational backbone that sustains it.

a) Partner Expansion and Inclusivity

- Government Partners: Engage countries not yet formal Partners—such as Brunei Darussalam, Lao PDR, Papua New Guinea, and Timor Leste—through targeted outreach and support. Support existing National Focal Points and the NGOs supporting them.
- Transboundary Collaboration: Foster cooperation between neighbouring countries.
- Regional Organisations: Opportunities for regional and international entities (e.g., Global Green Growth Institute, Asian Development Bank, North-East Asian Subregional Programme for Environmental Cooperation) to join as Partners, broadening the base of political and technical support.

b) Strengthening National and Site-Level Partnerships

- National Partnerships: Support the establishment or revitalisation of National Partnerships. Provide promotion materials and strategic guidance.
- National Focal Points:
 - Build an active NFP network through direct engagement, surveys, webinars, and (eventually) an NFP manual translated into local languages.
 - Collaborate with the Ramsar Regional Center – East Asia to deliver annual workshops for NFPs from both the Ramsar Convention on Wetlands and the EAAFP.
- Flyway Network Site (FNS) Capacity:
 - Provide practical support for new and potential FNS, including funding and technical guidance.
 - Strengthen the Site Partnership Model by empowering local site managers to collaborate with national agencies, communities, and international Partners.
 - Convert site partnership guidelines into accessible visual materials in local languages.
 - Develop and disseminate a Flyway Site Manager's Manual in coordination with the CEPA Working Group.
 - Prioritising face-to-face flyway site manager meetings.

c) Energising Working Groups and Task Forces (WG/TF)

- Activate and Resource Thematic Groups:
 - Support Working Groups and Task Forces to lead actions under each strategic objective (e.g., CEPA, Spoon-billed Sandpiper, Climate Change).
 - Encourage cross-collaboration between species-based networks and geographic initiatives (e.g., Yellow Sea, Sister Sites).
 - Prioritise face-to-face meetings where funding allows.
 - Ensure funding allocation for ongoing support from the Secretariat.
 - Promote Partners supporting WG/TF through including attendance as part of members' existing roles.
 - Ensure workplans are up-to-date for corporates to consider.
- Technical Advisory Group (TAG):
 - Facilitate communication between TAG, Science Unit, and other parts of the Partnership to streamline technical input into programme delivery.

d) Strengthening Research, Monitoring, and Scientific Leadership

- Science Unit at Beijing Forestry University:
 - Support the development and implementation of the EAAFP Science Strategy as reported at **DD.18**.
 - Promote shared research initiatives and strengthen the Science Unit's role as a hub for regional expertise.
- Flyway University Alliance:
 - Support the Flyway University Alliance by facilitating connections between institutions across the Flyway to foster research, training, and leadership among young professionals for the benefit of the Flyway.
 - Promote student exchanges, collaborative studies, and early-career mentoring.
- Conservation Status Review 2: Provide coordination for Partners leading the second comprehensive assessment of migratory waterbirds status and trends as funding allows.
- Data Platforms and Monitoring Tools:
 - Invest in tools to support standardised monitoring, data-sharing, and visualisation across the Flyway.
 - Promote integration of Indigenous and local knowledge with scientific monitoring.

e) Innovation Through Networks and Knowledge Exchange

- Species-Based Networks:
 - Strengthen and formalise existing initiatives (e.g., Hooded Crane, Spoon-billed Sandpiper, Siberian Crane) and build new trilateral or multi-site networks (e.g., Bar-tailed Godwit: China–New Zealand–Alaska).
- Sister Site Programme:
 - Expand Sister Site relationships based on mutual conservation goals, shared migratory species, or cultural ties.
 - Use 2024 survey results to match interested sites and facilitate introductions.
- Indigenous Peoples and Local Communities:
 - Support Indigenous-led conferences and regional workshops.
 - Encourage the formation of a Network of Indigenous Peoples, working with flyway site managers and CEPA specialists to ensure cultural knowledge is respected and integrated.
- Subregional and Thematic Networks:
 - Continue to work with the ASEAN Flyway Network (AFN Phase III and related projects), Yellow Sea collaboration, and NEASPEC projects.
 - Support the RFI initiative with ADB and BirdLife International across Southeast Asia, China, Mongolia, and Bangladesh.

Development of the budget for 2026-2027 is based on the application of the following principles:

1. Delivering a balanced budget.
2. Understanding that the currency of the Secretariat is the Korean Won, and exchange rates influence the conversion to US Dollar.

3. Maintaining a contingency of 100,000 USD in a separate account, plus accrued interest. (This is in a term deposit and not included in this paper.)
4. Identifying tagged project funds and donations.

Annex 2

1USD:KRW1,130

TABLE 1. SECRETARIAT BUDGET 2026 – 2027 SUMMARY OF ESTIMATED INCOME				
INCOME			Draft Budget 2026 in USD	Draft Budget 2027 in USD
1	Incheon Metropolitan City (Hosting City) Tagged funding	Partnership Activity (PA)	120,546	120,546
2		Secretariat Operation (SO)	108,658	108,658
3		Personnel Expenditure (PE) - Secretariat	247,787	247,787
4		Sister Site Partnership (Incheon/Mai Po)	44,247	44,247
SUBTOTAL in USD			521,238	521,238
1	Japan (tagged for this role)	Fundraising Officer	35,163	35,163
2	Republic of Korea		61,947	61,947
3	New Zealand		2,000	2,000
4	United States		20,000	20,000
5	Pukorokoro Miranda Naturalist Trust		295	295
6	Cambodia		1,000	1,000
7	Other Partners (TBC)			
8	Miscellaneous (Refund etc.)		10,000	10,000
9	Bank interest		400.00	400
SUBTOTAL in USD			130,805	130,805
CARRYOVER in USD			35,322	34,325
			(Carryover from 2025)	(Carryover from 2026)
TOTAL INCOME (without Carryover) in USD			652,043	652,043

TOTAL SECURED INCOME (with Carryover) in USD	687,365	686,368
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1USD:KRW1,130

Table 2. SECRETARIAT OPERATIONS BUDGET 2026- 2027 - SUMMARY OF DRAFT EXPENDITURE				
These budget item for 2026 - 2027 are expanded further in Table 3 and Table 4				
EXPENDITURE (Draft)			2026 in USD	2027 in USD
1	Secretariat Operations (Expanded below)	Office management	46,500	46,500
2		Office maintenance	74,200	74,200
3		Office equipment	28,000	28,000
4		Personnel expenditure	347,000	347,000
SUBTOTAL in USD			495,700	495,700
1	Partnership / Programme Activities (Expanded below)	Objective 1 - Develop Flyway Site Network	35,000	20,000
2		Objective 2 - CEPA	40,000	30,000
3		Objective 3 - Research, monitoring, knowledge and exchange	40,000	40,000
4		Objective 4 - Capacity building site managers, decision makers, local stakeholders	10,000	75,000
5		Objective 5 - Flyway-wide approaches especially priority species & habitats	50,988	25,000
SUBTOTAL in USD			175,988	190,000
SURPLUS/(DEFICIT) in USD			15,677	668
TOTAL EXPENDITURE in USD			671,688	685,700

1USD:KRW1,130

Table 3. SECRETARIAT OPERATIONS AND PERSONNEL EXPENDITURE BUDGET 2026-2027 - DETAIL OF DRAFT EXPENDITURE			
Secretariat Operations Expenditure			
Object of Expenditure	Comments on Additional Priority Activities	Draft Budget 2026 in USD	Draft Budget 2027 in USD
A. STAFF COSTS			
1	Personnel expenditure	324,000	324,000
2	Finance Officer	23,000	23,000
3	Host City Seconded staff	-	-
SUBTOTAL in USD		347,000	347,000
B. SECRETARIAT OFFICE MANAGEMENT			
1	Events, allowance, staff development (training etc.)	16,500	16,500
2	Accounting, audit, tax agency etc. (Cost of accounting for GAACP)	17,000	17,000
		(Increase from engaging accounting firm)	(Increase from engaging accounting firm)
3	Office supplies	13,000	13,000
SUBTOTAL in USD		46,500	46,500
C. SECRETARIAT OFFICE MAINTENANCE			
1	Postage and delivery	1,200	1,200
2	ICT tools, subscriptions etc	3,000	3,000
3	Office rental fees & utilities etc	70,000	70,000
SUBTOTAL		74,200	74,200
D. OFFICE EQUIPMENT			
1	Office equipment	13,000	13,000

2	Office vehicles and maintenance expenses (1 car only - purchased March 2023 and shared with CE)	15,000	15,000
SUBTOTAL in USD		28,000	28,000
TOTAL OPERATIONS EXPENDITURE in USD		495,700	495,700

1USD:KRW1,130

TABLE 4. PARTNERSHIP / PROGRAMME ACTIVITIES BUDGET 2026 – 2027 – DRAFT EXPENDITURE IN DETAIL						
WORKPLAN 2026 - 2027 Partnership / Programme Activities			Strategic Plan – KRA	Key Staff	Proposed Budget 2026 in USD	Proposed Budget 2027 in USD
OBJECTIVE 1. Development of the Network of sites of international importance						
1	Activity 1.1 Flyway Network of Sites	Provide advice and support for designation of new FNS, building connection, workshops and consultancies.	KRA 1.1	PT, TAG	-	-
2	Activity 1.2 National and Site Partnerships	Provide small grants to new FNS to promote their site. Promote and support establishment of Site Partnerships. National Partnership case studies are promoted with the guidelines. Provide small funds to FNS (especially newly designated FNS), to promote their designation by organising celebrations, production of sign-boards and establishing Site Partnerships. Develop welcome pack and branding guide. Establish Site Managers network and main contact information. Develop Site Managers manual.	KRA 1.1 KRA 1.2 KRA 1.3	PT, TAG	-	-

3	Activity 1.3 Flyway Network Sites are valued	Support the implementation of the NP and SP guidelines, including the development of graphics and translated guidelines. Support webinars to share case studies and best practices.	KRA 1.2	PT, CT, CE	-	-
4	Activity 1.4 Sister Site Programme	Support for the development and maintenance of Sister Site Programme. Establish species migration networks for 3 key species under the Sister Site Programme (35,000-currently from ICG for BFS Sister Site). Support for new and existing species networks.	KRA 1.6 KRA 5.3	ICG team & CT	35,000	20,000
5	Activity 1.5	Organisational support of the analysis and report on the status of the FSN before MOP 13.	KRA 1.5	SU/TAG	-	-
6	Activity 1.6	New national government Partners.	KRA 1.7	CE/PT		-
SUBTOTAL (OBJECTIVE 1) in USD					35,000	20,000
OBJECTIVE 2. The Achievement of the Elements in the EAAFP CEPA Action Plan (2023-2028)						
1	Activity 2.1 Communication	Maintain the website – add pages as required, increase number of pages translated into local language. Social media, new graphic material, souvenirs, etc. Connect with Partners and promote CEPA successes to the whole Flyway building a network / resource of skills, knowledge, traditional knowledge for Partners and Sites.	KRA 2 KRA 3.6	CT, CE	10,000	5,000

2	Activity 2.2 Education	Update and produce CEPA materials, including updating, producing and distributing videos, brochures, posters and other awareness raising materials such as souvenirs and VIP gifts. Promote Site and National Partnership models of practice	KRA 2	CT, PT, CEPA WG	10,000	-
3	Activity 2.3 Raise awareness	Facilitate the WMBD campaign for the EAAF working with other Flyway Partners and CEPA WG.	KRA 2 KRA 1.3.2	CT (supported by PT)	20,000	25,000
4		Engage 1 full time equivalent to work with the CEPA Working Group to develop a CEPA financing strategy based on the unfunded elements of the CEPA Plan				
5		Facilitate the Small Grant Fund for WMBD	KRA 1.3.2			
6		Support the Ambassadors for Nature programme in Korea (NZ, Philippines and other embassies)	KRA 2.1 KRA 4.3.1 KRA 5.1.1			
7		Develop a campaign to raise awareness of the importance of being an FNS. Promote World Migratory Bird Day through events and global campaigns in Flyway countries, including videos, posters, flyers and other materials, and providing WMBD Small Grants to FNS site managers and CEPA collaborators. 20th anniversary of EAAFP in 2026.	KRA 2.1			

8	Activity 2.4 Participation	Facilitate Partner engagement to develop and hold flyway wide education and awareness raising activities e.g., connecting schools at different FNS, working with Partners RRC-EA & ICLEI to connect FNS near cities they work with.	KRA 2	CT	-	-
9	Activity 2.5 WG/TF	Support work of species WG/TF and SSAPs through arranging webinars. Support further development of the Youth Task Force. Potential international Flyway Youth conference including other Flyways, indigenous youth, Ramsar, CMS, CBD, IUCN	KRA 2	CT, PT	-	-
SUBTOTAL (OBJECTIVE 2) in USD					40,000	30,000
OBJECTIVE 3. Research, Monitoring & Exchange						
1	Activity 3.1	Small Grant Fund – payments to successful applicants and support for WG/TF and TSc. Review and establishment of updated process.	KRA 3	PT	40,000	40,000
2	Activity 3.2	Support inclusion of traditional knowledge in Partnership initiatives and promotion.	KRA 3.6	PT, CT, CE, ERT	-	-
3	Activity 3.3	Support development of EAAFP Science Strategy and Flyway University Alliance.	KRA 3.4 KRA 3.5	SU/TAG/ERT		
SUBTOTAL (OBJECTIVE 3) in USD					40,000	40,000
OBJECTIVE 4. Capacity Building						

1	Activity 4.1	Work with EAAFP Partners and regional initiatives to promote capacity training of site/wetland managers, hold webinars to facilitate sharing of site managers/experts' knowledge. Organise/support national and/or regional workshops for site managers, decision makers and relevant stakeholders in close collaboration with the Secretariat and a host country.	KRA 4.1 KRA 4.6	PT, CT, CE	-	-
2	Activity 4.2	Prepare for and organise MOP13 in 2027.	KRA 4.2	All teams	10,000	75,000
3		Support for implementation of MOP12 Decisions.				
4	Activity 4.3	Convene annual EAAFP NFP workshop aligned with Ramsar NFP regional workshop (The workshop contributes to CEPA Plan 1. FOCAL POINT (FP)).	KRA 1.2 KRA 4.2	All teams	-	-
5	Activity 4.4	Develop an 'alumni' network who can offer non-paid support as advisors, mentors, consultants to Partners and Site Managers as requested.	KRA 4.2			
SUBTOTAL (OBJECTIVE 4) in USD					10,000	75,000
<p style="text-align: center;">OBJECTIVE 5. Flyway Wide Approaches</p>						

2	Activity 5.1 Partners are actively collaborating	NFPs working together to develop species migration routes under the Sister Site Network Programme Support/contribute to the network around the Yellow Sea – FNS, Ramsar, UNESCO WHS site relationships and others.	KRA 1.6 KRA 5.1 KRA 5.6	PT, CE	10,000	-
3	Activity 5.2 ASEAN Flyway Network	NFPs working together to develop species migration routes under the Sister Site Network programme - Support continuity of the AFN PHASE II (capacity building) and Phase III (CEPA) initiative supported by Japan and NZ. Phase III focuses on knowledge and exchanges.	KRA 4.1 KRA 5.1 KRA 5.2 KRA 5.3	PT, CE	5,998	5,000
4		Support countries to become Partners.	KRA 1.7			
5	Activity 5.3 Regional/ IPLCs	Support the Northeast Asia network partnering with NEASPEC migratory bird project.	KRA 5.1 KRA 5.2 KRA 5.3 KRA 5.6	PT, CE, ERT	-	-
6		Support inclusion of traditional knowledge in migratory waterbird conservation initiatives.				
7	Activity 5.4 International	Staff preparation and engagement with International Partners and regional meetings (Ramsar, CBD, CMS, IUCN, IBBRI, RRC-EA).	KRA 5.4 KRA 5.6	All teams	25,000	10,000
8	Activity 5.5 Raise profile	Staff engagement at national level within Ro Korea. Includes FNS activities and supporting local NGO, central/federal and local government events to raise profile of the Partnership as an international organisation with a transboundary mandate.	KRA 5.1 KRA 5.3	All teams	10,000	10,000

9	Activity 5.6 Mobilise resources	Mobilise resources for the Partnership. Develop corporate relationships with a prospectus, meetings, local networking in diplomatic, university, corporate engagements. Ongoing engagement with the RFI to bring resources to individual Partners.	KRA 4.3 KRA 5.1 KRA 5.2 KRA 5.3 KRA 5.5	All teams	-	-
SUBTOTAL (OBJECTIVE 5) in USD					50,998	25,000
Other Activities						
1	Re-branding of the Partnership to support the new website and associated material designed and implemented. E.g., Prospectus. Then promote Partnership.		KRA 1.3 KRA 1.5 KRA 5.1	-	-	-
2	Support transboundary study tours.		KRA 5.1	-	-	-
3	Support EAAFP Youth Forum.			-	-	--
4	Engage corporates with focus on ESGs, Biodiversity and Climate Change at partnership and site level. Develop guidelines for Sites to engage corporates. Engage a consultant to complete the work.		KRA 4.3 KRA 5.6	-	-	-
SUBTOTAL (Other Activities) in USD					-	-
TOTAL PARTNERSHIP PROGRAMME EXPENDITURE					175,998	190,000