



# **NAWMP Plan Committee Strategic Priorities and Actions Over the 2018 Update Period**

November 15, 2019

## 1. Introduction:

The North American Waterfowl Management Plan (NAWMP) Plan Committee (PC) held a strategic planning session in July 2018 in response to:

- 1) The report entitled “Review of the Plan Committee – Achieving NAWMP Objectives<sup>1</sup>” prepared by the Institutions Subcommittee, and
- 2) Recommendation #8 of the 2018 NAWMP Update (“***Clearly define the roles and responsibilities of the Plan Committee and how it strategically structures itself and its functions to facilitate integration among the various technical work groups.***”)

This report provides a summary of the outcomes of that session and articulates the priority actions for the PC over the initial period of implementing the 2018 NAWMP Update (2019-2021). This report identifies a number of primary responsibilities to be accomplished by the Committee and will ultimately address structural recommendations for the PC, in addition to decisions taken by the PC on April 10, 2019.

The PC focused on actions they could implement to help achieve the goals and objectives of NAWMP, although there are many other actions the waterfowl community as a whole could undertake. The PC built on efforts of the Institutions Sub-Committee, identifying priority issues, and tasked a small group to write a report adding clarity around key roles and responsibilities of the PC, its functions, strategic priorities and actions. Once these are identified and essential linkages with working groups are in place, the PC will determine what, if any, changes in the institutional structures and processes of NAWMP will be necessary to successfully implement the strategic priorities.

---

<sup>1</sup> Plan Committee Review and Institutions-final April 2018 report (<https://nawmp.org/nawmp-udpate/report-review-plan-committee>); accepted by PC on April 10, 2018.

## 2. Plan Committee Roles and Responsibilities:<sup>2</sup>

The North American Waterfowl Management Plan Committee is an international body that provides leadership and oversight for the activities undertaken in support of the North American Waterfowl Management Plan. The mandate of the PC can be described in two broad categories: **Plan Leadership** and **Plan Management**.

### **Plan Leadership**

Taking advice from Plan partners, the North American Waterfowl Management Plan Science Support Team (NSST), the Human Dimensions Working Group (HDWG-PET) and the newly formed Communications Committee, the Plan Committee provides leadership and promotes synergies within the North American waterfowl community, across relevant sectors, and internationally by:

1. Championing and leading NAWMP through strategic planning and stakeholder engagement.
2. Promoting the development and assessment of continental waterfowl population, habitat and human dimension objectives through updates and distribution of the Plan document.
3. Enhancing communications on waterfowl conservation and coordination within North America and with other nations that share North American waterfowl.
4. Continually scanning the institutional network influencing waterfowl conservation and seeking ways to foster greater synergy among them, in particular connecting with the broader scientific community and ensuring that the Plan partners, including Joint Venture (JV or JVs) technical committees; Flyway Councils and technical committees; NGOs; and federal, state, and provincial agencies, link effectively and operationally with relevant scientific and decision authorities.
5. Serving as a forum for discussion of major, long-term, international waterfowl issues and developing those discussions into recommendations for consideration by the Canadian Wildlife Service, the U.S. Fish and Wildlife Service, and the Mexican General Directorate of Wildlife, and returning information from those agencies to the Plan community.

### **Plan Management**

The Plan Committee has oversight responsibility for updating the Plan and ensuring effective implementation of Plan objectives. To meet these obligations, the committee undertakes the following activities:

---

<sup>2</sup> Reference Materials: 1) 2004 NAWMP Implementation Framework (pp. 84-85); 2) Report on Review of the Plan Committee – Achieving NAWMP Objectives. Submitted to the NAWMP Committee by the Institutions Subcommittee January 15, 2018; and 3) TOR for DUC and SFI boards

1. Review and monitor progress toward achieving the Plan's population objectives, related habitat objectives, human dimension objectives and the integration of the three fundamental goals.
2. Annually solicit Joint Ventures and other Plan partners for input on the status of Plan implementation and issues to be addressed by the Plan Committee; and update the Plan approximately every 5 years in response to new or changing circumstances, policy developments, and opportunities.
3. Review the waterfowl conservation components of Joint Venture plans, including their implementation and evaluation strategies and how those may achieve integrated NAWMP goals, including approaches to engage other regional partners. The PC should encourage coordination among Joint Ventures and other relevant bodies concerning waterfowl conservation needs, biological planning, monitoring, and integration
4. Maintain and strengthen the vital and evolving relationships between the PC and the JVs, adapting to new challenges and opportunities and maintain strong relationships with Flyway Councils, and other bird initiatives.
5. Ensure (and expand) communication with upper levels of federal agencies to provide international coordination and to inform and educate leaders about NAWMP to facilitate additional resources and policies to achieve success in plan implementation through partner actions. Represent interests of NAWMP partners and other waterfowl constituencies, through committee membership, advocacy, and broader leadership, to ensure the waterfowl enterprise stays active in other institutions such as JVs, Flyway Councils and state agencies.
6. Periodically review the Plan Committee's own effectiveness and consider structural, relational, and management adjustments to enhance committee impact.

### **Membership**

The Plan Committee consists of 18 members, 6 each from Canada, the United States, and Mexico. Members are selected from agencies responsible for waterfowl management in their respective countries and appointments are made by each country's Director of Wildlife. In the U.S., each Flyway Council nominates a representative, and the FWS Director makes a formal appointment to the PC along with two federal representatives (one as the US Co-chair). In Canada, the membership consists of a Canadian Wildlife Service senior executive, (Canadian Co-chair), two federal representatives from the Habitat Joint Ventures, and three non-federal representatives. The Mexican representatives are appointed by the Secretary of the Environment and Natural Resources.

Committee members are limited to two consecutive three-year terms unless re-nominated by the respective Wildlife Director or Secretary. The PC shall strive to represent a diversity of waterfowl and wetland stakeholder groups. It is desirable that PC members are an active stakeholder in waterfowl management and hold senior roles in their institution.

### **Meetings**

Meetings of the PC are called by the co-chairs. The committee shall meet at least two times per year. Notice of a meeting of the PC shall be made at least 3 months in advance, and

business to be conducted shall be provided to the committee members at least seven days prior to the meeting.

Committee members may participate in meetings via conference call or other means of electronic communication by which all persons participating in the meeting are able to hear one another, and such participation shall constitute presence in-person at the meeting. If a committee member is unable to attend at least one meeting in person in a twelve-month period, the co-chairs may request that the committee member resign from the PC.

### **3. Plan Committee Strategic Priorities and Actions:**

#### **Strategic Priority 1: Leadership/Planning—Improve the Plan Committee’s Leadership Functionality**

1. Review the PC functionality and adjust the NAWMP/PC structure to improve integration between the PC subcommittees and the PC itself. Integration with subcommittees will become a key responsibility for all PC members and PC members will be assigned as liaisons to all subcommittees and workgroups.
2. Communicate priorities for plan implementation to NAWMP partners.
3. Improve linkages between PC/NAWMP and the waterfowl/bird conservation communities by: a) reaffirming the waterfowl-based origins of Joint Ventures and their relationship to the PC; b) by improving linkages between policy (SRC, NAWCC, Flyway Councils, PC) and technical efforts (NSST, HMWG, HDWG, PET, flyway technical sections, JV science groups, etc.); and c) by promoting JV-JV and JV to Flyway collaboration and planning — explore a joint meeting between the JV Coordinators (JVC) and the PC.

#### **Strategic Priority 2: Implement Performance Evaluation and Reporting (habitat, populations, people)**

1. Define metrics to track implementation of the 2018 Update and to track implementation of PC strategic priority actions, and report on progress at each PC meeting (e.g. collect performance measures/data and report on the achievements for each Plan objective, while considering issues of scale when implementing this process) and incorporate metrics into NAWMP communications activities.
2. Adjust Plan objectives and implement adaptive modifications by establishing a process to review and revise, as needed, the Plan objectives at least every decade (2018 Update Recommendation #5), including planning assumptions and consistent interpretation of objectives (The performance information noted above, should be used to identify adaptive modifications, such as strategic changes to delivery, or the objectives themselves.)
3. Work with the Priority Landscapes Committee (PLC) to develop a scalable decision support tool or system to focus resources in geographic areas that will strategically help achieve the NAWMP goals and objectives — ensuring adequate consultation with Flyway Councils, JVs, NAWCC, and other groups that may desire to use the tool(s).

### **Strategic Priority 3: Integration—Adopt a Comprehensive Role for Integrating Actions Across the NAWMP Community**

1. Identify and implement an effective approach for the PC (e.g. process, commitment, Integration Coordinator) to lead the integration of waterfowl, habitat and human dimension objectives within the NAWMP community. The approach should include, but not be limited to:
  - An expanded effort to integrate human dimensions knowledge and expertise into NAWMP’s long-term planning to increase waterfowl conservation support among various constituencies; and
  - Increased coordination by the PC to improve collaboration with the harvest management community and encourage greater integration among the HDWG-PET/NSST/HMWG and others involved with the habitat and people objectives.

### **Strategic Priority 4: Communication—Undertake Leadership in Communications and Reporting/Promoting NAWMP Successes**

1. Establish a Communications Committee to help improve and expand communication efforts about NAWMP (including the PC’s leadership role), inside and outside the traditional NAWMP/waterfowl community. Subsequently build a Communications Network with partners to better promote Plan implementation and foster support for conservation among a more diverse community—geographically, demographically, etc.
2. Identify and engage strategic partners (e.g. NAWCC, NGOs, USDA, AFWA/Regional Associations, and landowner organizations) to communicate NAWMP goals, objectives and accomplishments, and to collaborate on common (e.g. NAWCA) or priorities.

### **Strategic Priority 5: Funding/Resources—Align Internal Resources and Secure New Resources**

1. Inform and engage federal/state/provincial agencies, NGOs, other partners, and opinion leaders about NAWMP to facilitate additional funding and the internal resources (travel support, alignment of internal resources and capacity) to implement the plan.

#### **NOTE**

*The following section on “Structures and Processes” has NOT been fully developed, as it requires the PC to review priority actions, processes, and structural changes (if necessary) and the decisions taken on April 10, 2018, based on the Institutions Report and the text above.*

### **Strategic Priority 6: Structures and Processes—TBD**

1. PC membership...”Broadening the tent.” From Institutions report...”The Review team did not detect a consensus on this topic, and it should be a priority for the NAWMP community and the PC to resolve firmly and soon.”

- 1.1. Integration coordinator
  - 1.2. PC liaison to JVs/JVC/JV Coordinator Representative role?
  - 1.3. Communications/Communication Subcommittee – decision to establish
  - 1.4. Others (add experts or others to work groups or task forces temporarily to achieve specific goals/objectives).
-

**Prioritization Exercise Summary  
And  
Plan Committee Member  
Actions and Accountability**

In the fall of 2018, the Plan Committee members undertook an exercise to rank the Action Items above. Each member was asked to review the document and consider how the Action Items should be sequenced to enhance the implementation of the 2018 NAWMP Update and to improve the overall effectiveness of the Plan Committee. The table on pages 9 and 10 was developed based on input from the Plan Committee. The table also includes input from a number of former PC members and technical advisors, however, the “Overall Ranking” of the Action Items is based primarily on the input from the Plan Committee members.

Following the completion of the ranking exercise using Microsoft Excel, a graphic was developed to more effectively communicate the NAWMP Plan Committee Strategic Priorities for 2019-2021. This graphic presented on page 11 is intended to illustrate a pathway toward implementation of the 2018 Plan Update. It was originally intended that the Plan Committee would review the ranking exercise results and the associated graphic in January 2019 and request comments from the Flyway Councils and other NAWMP partners during their spring meetings. However, due to the partial shutdown of the US Federal Government, the Plan Committee meeting was postponed from January until April and input from partners was not requested. This document will be shared with the Flyway Councils and others as an information item for summer 2019 meetings, and input will be sought for future versions of the PC priority actions.

The Plan Committee spent considerable time at its April 2019 meeting discussing the ranking of Action Items, as presented in this document and accepted the rankings as “final” for the period 2019-2020. Furthermore, the Plan Committee identified individual members as “Leaders” for each of the Actions and one or more key “Support” persons to help implement the actions. These assignments are shown in the table beginning on page 12.

Lastly, the Plan Committee employed the “S.M.A.R.T.” principle for the Strategic Priorities. In general, all the Action Items identified can be considered (S) specific, (A) attainable, and (R) realistic as indicated by the symbols in the table beginning on page 12. Additional effort by the PC will be necessary to identify specific measures of success for many of the Action Items, however, an initial attempt was made to identify appropriate timelines and measures of success.

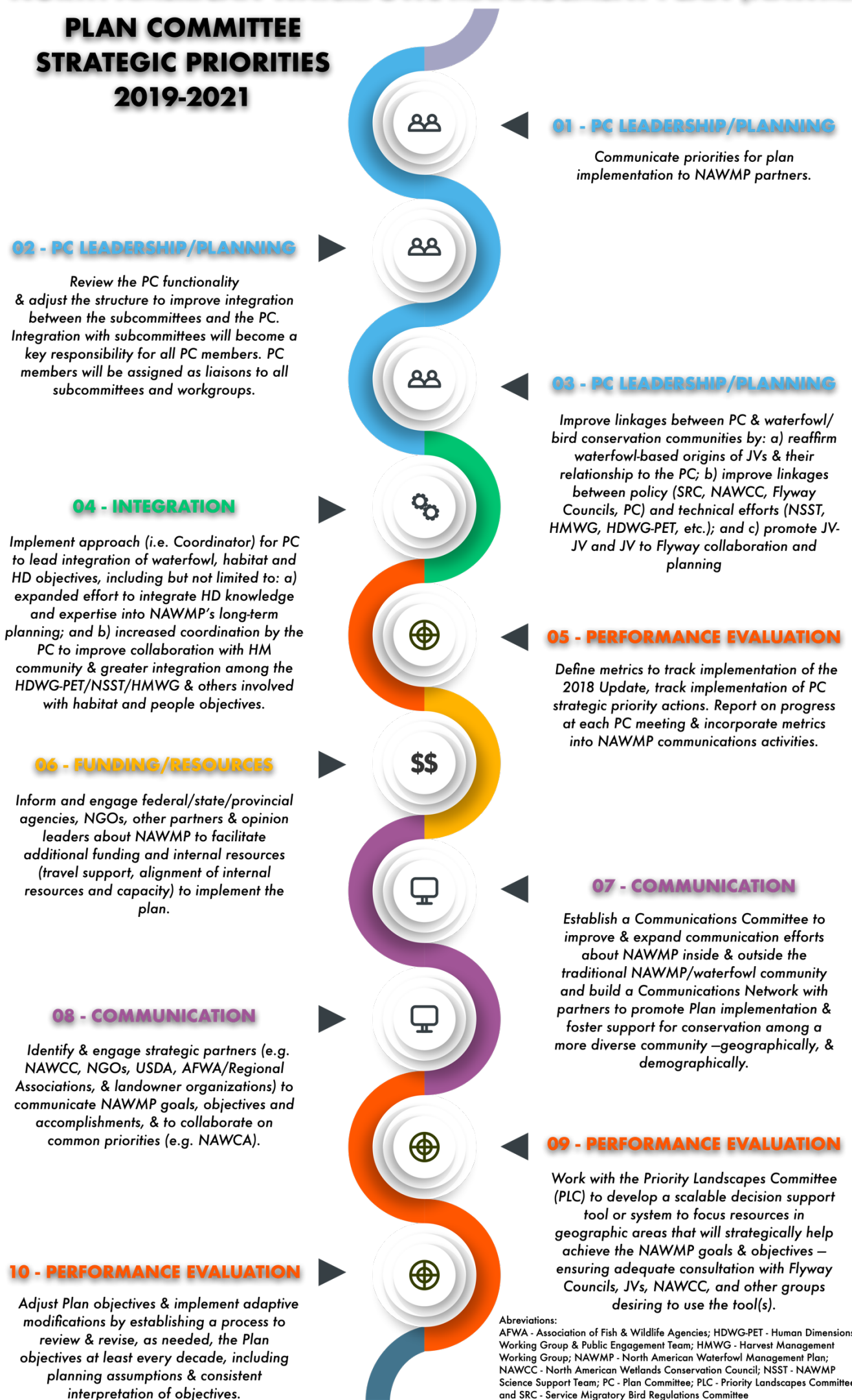


| Action Items  | Rank |
|---|------|
| <b>Strategic Priority 1: Leadership/Planning—Improve the Plan Committee’s Leadership Functionality</b>  |      |
| 1. Review the PC functionality and adjust the NAWMP/PC structure to improve integration between the PC subcommittees and the PC itself. Integration with subcommittees will become a key responsibility for all PC members and PC members will be assigned as liaisons to all subcommittees and workgroups.   | 2    |
| 2. Communicate priorities for plan implementation to NAWMP partners.  | 1    |
| 3. Improve linkages between PC/NAWMP and the waterfowl/bird conservation communities by: <ul style="list-style-type: none"> <li>a) reaffirming the waterfowl-based origins of Joint Ventures and their relationship to the PC;</li> <li>b) by improving linkages between policy (SRC, NAWCC, Flyway Councils, PC) and technical efforts (NSST, HWWG, HDWG, PET, flyway technical sections, JV science groups, etc.); and</li> <li>c) by promoting JV-JV and JV to Flyway collaboration and planning — explore a joint meeting between the JV Coordinators (JVC) and the PC.</li> </ul>  | 3    |
| <b>Strategic Priority 2: Implement Performance Evaluation and Reporting (habitat, populations, people) *</b>  |      |
| 1. Define metrics to track implementation of the 2018 Update and to track implementation of PC strategic priority actions, and report on progress at each PC meeting and incorporate metrics into NAWMP communications activities.  | 5    |
| 2. Establish a long-term process to determine the frequency to review, adjust, and implement adaptive modifications to the Plan objectives (e.g. at least every decade, as per 2018 Update Recommendation #5). Process should include planning assumptions and means to consistently interpret objectives for implementation.   | 10   |
| 3. Work with the Priority Landscapes Committee (PLC) to develop a scalable decision support tool or system to focus resources in geographic areas that will strategically help achieve the NAWMP goals and objectives — ensuring adequate consultation with Flyway Councils, JVs, NAWCC, and other groups that may desire to use the tool(s).   | 9    |
| <b>Strategic Priority 3: Integration—Adopt a Comprehensive Role for Integrating Actions Across the NAWMP Community</b>  |      |
| 1. Identify and implement an effective approach for the PC (e.g. process, commitment, Integration Coordinator) to lead the integration of waterfowl, habitat and human dimension objectives within the NAWMP community. The approach should include, but not be limited to: <ul style="list-style-type: none"> <li>• An expanded effort to integrate human dimensions knowledge and expertise into NAWMP’s long-term planning to increase waterfowl conservation support among various constituencies; and</li> <li>• Increased coordination by the PC to improve collaboration with the HM community and encourage greater integration among the HDWG-PET/NSST/HWWG and others involved with the habitat and people objectives.</li> </ul> | 4    |

|   |   |
|---|---|
| <b>Strategic Priority 4: Communication—Undertake Leadership in Communications and Reporting of NAWMP Successes</b>  |   |
| 1. Establish a Communications Committee to help improve and expand communication efforts about NAWMP (including the PC’s leadership role), inside and outside the traditional NAWMP/waterfowl community. Subsequently build a Communications Network with partners to better promote Plan implementation and foster support for conservation among a more diverse community—geographically, demographically, etc. | 7 |
| 2. Identify and engage strategic partners (e.g. NAWCC, NGOs, USDA, AFWA/Regional Associations, and landowner organizations) to communicate NAWMP goals, objectives and accomplishments, and to collaborate on common (e.g. NAWCA) or priorities.  | 8 |
| <b>Strategic Priority 5: Funding/Resources—Align Internal Resources and Secure New Resources</b>  |   |
| 1. Inform and engage federal/state/provincial agencies, NGOs, other partners, and opinion leaders about NAWMP to facilitate additional funding and the internal resources (travel support, alignment of internal resources and capacity) to implement the plan.   | 6 |
| <b>Strategic Priority 6: Structures and Processes—TBD</b>   |   |
| 1. Integration Coordinator  |   |

# NORTH AMERICAN WATERFOWL MANAGEMENT PLAN (NAWMP)

## PLAN COMMITTEE STRATEGIC PRIORITIES 2019-2021



## Plan Committee Leadership and Accountability and SMART Exercise:

S – Specific M – Measurable A – Attainable R – Relevant T – Timely

| # | Actions   | PC Leader      | Support                 | S | M   | A | R | T   |
|---|---|----------------|-------------------------|---|---|---|---|---|
| 1 | Communicate priorities to NAWMP partners                          | Silke / Jerome | Dean / Rachel (FWS)     | X | <p>INFORM: Distribute via email a message with priorities pathway diagram to inform audiences of PC's strategic priorities. (Key audiences include same distribution as NAWMP Plan Update)</p> <p>ENGAGE: Provide opportunity to provide feedback / perspective and views BUT with notion of building it into the next iteration of strategic priorities</p> <p>PC members to present and engage communities (Joe: Flyways, Dean: AFWA; JV Chairs: JVs; etc.)</p> | X | X | <p>Summer 2019</p> <p>Feedback within 6 months or next version for priorities for 2021</p> <p>Opportunistic: at events within next year</p> |
| 2 | Review PC functionality & adjust structure to improve integration | Marie-José     | Integration Coordinator | X | <p>Appointments of PC members to committees is finalized</p> <p>TORs are adopted by PC Membership and PC structure has been reviewed and/or adjusted</p> <p>Address the capacity issue(s) for the conservation community as a whole...two potential places for broader</p>  | X | X | <p>April 2019 meeting</p> <p>Completed by 2020</p> <p>TBD</p>   |

|   |  |              |                              |   |  |   |   |  |
|---|--|--------------|------------------------------|---|--|---|---|--|
|   |  |              |                              |   | discussion of this issue:<br>1, Duck Symposium<br>2, SEAFWA<br><br>Priorities finalized and PC member leads identified   |   |   | April 2019 meeting   |
| 3 | <b>Improve linkages between PC &amp; bird conservation communities</b>   | Jerome       | Dave G.<br>(FWS Comms Staff) | X | NAWMP US representative named to NABCI (Jerome/Jorge)<br><br>US NABCI representative on NAWMP Committee?<br><br>Better two-way flow of information between the PC and the Joint Ventures<br><br>How do we link with relevancy initiatives? | X | X | Completed<br><br>Address through action 3<br><br>Ongoing<br><br>TBD                    |
| 4 | <b>PC lead integration of waterfowl, habitat &amp; HD objectives</b>   | Gray         | Integration Coordinator      | X | Continually work on cultural shift to achieve and integrate vision within waterfowl community  | X | X | Ongoing  |
| 5 | <b>Define metrics to track implementation</b>  | Cam / Jim D. | TBD                          | X | Frame-up summary of metrics/approach for consideration at the summer/fall 2019 PC meeting  | X | X | Finalize - TBD   |
| 6 | <b>Inform and engage federal/state/provincial agencies, NGOs, others in discussions about funding &amp; internal resource needs (travel support, alignment of internal resources and capacity) to implement NAWMP.</b> | Karla / Jeb  | Dean                         | X | Short and long-term needs for NAWMP identified.<br><br>Strategies and tactics developed to engage the bird conservation community about needs.   | X | X | December 2019 – present to PC in Jan 2020<br><br>June 2020 – present to PC in Jul 2020 |

|    |   |          |                                      |   |  |   |   |  |
|----|---|----------|--------------------------------------|---|--|---|---|--|
| 7  | <b>Establish Communications Committee and Network</b>                                   | Joe      | Dean<br>(and others,<br>Comms, etc.) | X | Committee formed and communications plans provided to PC   | X | X | September 2019   |
| 8  | <b>Engage strategic partners to promote NAWMP goals, objectives, achievements</b>       | Stafford | Communication Committee              | X | Report out accomplishments to ABC, TNC, NWTF, Flyways, JVs, regional AFWAs, Ag Orgs (Farm Bureau, etc...include Canadian and Mexican versions of these as well).<br>Track confirmation of contact, date and method.<br><br>Report out at AFWA meetings via appropriate committees with a discussion on priorities and accomplishments<br><br>Collaborate with other organizations on common priorities—conduct webinar with Flyways/JVs/others | X | X | Annually<br><br>2 times/year (AFWA/NAWNRC)<br><br>By spring 2020   |
| 9  | <b>Priority Landscapes Committee develop a scalable decision support tool</b>           | Karla    | Jorge / Dave G.                      | X | Review progress of NSST Priority Landscapes Committee and reaffirm/adjust charge to PLC<br><br>Hold conference call/webinar with A. Krainyk regarding status of Priority Landscapes decision support tool.   | X | X | Summer 2019 Meeting<br><br>Prior to summer 2019 meeting  |
| 10 | <b>Establish process to review and revise the Plan objectives at least every decade</b> | Karla    | Jorge / Dave G.                      | X | Through NSST, stand up “Objectives Workgroup” to outline process, specific steps, timeline to review and update NAWMP Objectives and make recommendations to the PC.   | X | X | Established a long-term process to review and update Plan objectives – recommend process by end of 2020. |