Workplan of the Secretariat for 2023-2025

1. The integrated Annual Plan for 2023 and Triennial Plan for 2023-2025 attached in Annex 1 (hereafter referred to as the "Secretariat Workplan") follows the structure approved by the Standing Committee in Decision SC54-10 and used for the Secretariat Workplan for 2019-2022 approved by the Standing Committee in Decision SC57-21. It is structured around the seven core functions of the Secretariat and sets out principal activities and corresponding annual and triennial indicators for each, together with indicative lead responsibilities and principal funding source (i.e. core, non-core or other).

2. As for the preceding triennium, the Secretariat Workplan was drafted through an extensive, participative process, led by the Senior Management Team but with the involvement of all Secretariat staff. An externally facilitated, in-person workplanning workshop was held at the office of the Secretariat in Gland from 6 to 9 March 2023. The workshop also included a rigorous review of Secretariat progress against the previous Triennial Plan, which enabled staff to draw conclusions to inform the drafting of the Triennial Plan for 2023-2025. The outcomes of that workshop are reflected in the final draft.

3. The final draft has integrated new and amended mandates arising from the Resolutions of the 14th meeting of the Conference of the Contracting Parties (COP14), that instruct, request, or otherwise direct the Secretariat to undertake specific tasks.

4. The number of tasks assigned to the Secretariat by Contracting Parties continues to grow significantly, whilst the resources for implementation remain highly constrained. This is reflected in an increasing gap between the expectations of Parties on one hand and the Secretariat's capacity to deliver on the other.

Annex 1
Secretariat Annual Plan for 2023 and Triennial Plan for 2023-2025

SG = Secretary General; DSG = Deputy Secretary General; DSP = Director of Science and Policy; SAs = Senior Advisors; Comms = Communications Team; RMO = Resource Mobilization Officer; FM = Finance Manager; HRO= Human Resources Officer; SMT = Senior Management Team. Only leads are mentioned but all staff will contribute to specific outputs. NC = Non-Core; SAR = Subject to Additional Resources

Function:	Purpose:
1. GOVERNING AND SUBSIDIARY BODY AND MEETING SERVICES	Secretariat ensures the efficient and effective provision of decision-making and accountability processes to support Contracting Parties (CPs).

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
1.1 Organized and facilitated meetings of all governing and subsidiary bodies, including logistics, documentation, reporting, conference support and provision of support and advice to presiding and other officers. Activities of the bodies supported (includes COP, Standing Committee (SC), STRP, pre-COPs, Working Groups). *Convention Article 8.2.a.; Rules of*	Governing and subsidiary bodies established, and support provided for their operation Delivery of meetings in accordance with requirements, including timely outputs: • SC62 - SC65 • STRP25 - STRP27 • COP15 • Working Groups as requested	Organize and facilitate: • STRP25 • SC62 • Executive Team • Working Groups, including: Management Working Group (MWG), Strategic Plan Working Group, CEPA Oversight Panel, Youth Working Group, Subgroup on Finance, Subgroup on COP15 • Engage with COP15 host country	Secretariat has supported delivery of meetings and timely outputs in accordance with specific requirements. Participant feedback taken into account in delivery of future meetings	DSG / SAs	Core
	Report and Resolution on institutional strengthening for consideration at SC62 and SC63 and COP 15 (Resolution XIV.6)	Prepare a report on institutional strengthening to support the implementation of the Convention	Report submitted to SC62	SA Americas	
	Support provided for activities of SC and Working Groups	Conduct preparatory briefings for incoming members of SC (XIII.4)	Preparatory briefings for incoming SC members conducted in advance of SC62	SAs	Core
		Support MWG to select STRP members (XIV.14 paras. 13, 16)	STRP nomination process launched.	DSP	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
Procedure, especially Rules 26 and 27. *Resolution XIV.8 paras. 10, 12, 13, 14; XIV.12 paras. 15, 16, 17; XIV.14 paras. 13, 16*			STRP established and membership approved by MWG		
		Complete nomination process for CEPA Oversight Panel (XIV.8) and support its operation	Panel established and supported	DSG	Core
		Begin preparing a proposal for SC63 in collaboration with the CEPA Oversight Panel on the future operations of the Panel	Proposal prepared for submission to SC63	DSG	Core
		Include provisions in Secretariat Work Plan 2023-2025 detailing how it will support CPs with implementation of the new CEPA approach	Support for CEPA included in Secretariat's Triennial and Annual Work Plan activities and indicators	DSG / Comms	Core
		Support the activities of the Youth Working Group	Youth Working Group established and supported Youth Workshop convened	SA Asia	Core / NC
		Prepare call for support for the position of youth advisor in the Secretariat	Call for support prepared and circulated to CPs		
	CPs submitted National Reports to COP15 Global Implementation Report presented to COP15.	Prepare proposal for SC62 on a revised form for National Reports, applying relevant COP mandates	Revised National Report format proposed to SC62 Online guidance/training provided to CPs	SA Africa	Core
1.2 Support provided to Contracting Parties in tracking their implementation of the Strategic Plan through their National Reports	Parties experiencing difficulties in implementing specific targets and indicators of the 4th Strategic Plan (SP4) are supported through existing Convention guidance (XIV.4)	Identify existing guidance to address targets and indicators of SP4 for which CPs are encountering implementation challenges	Relevant guidance is uploaded in the Convention website and communicated to CPs	SA Europe	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
and in reviewing the Strategic Plan. *Resolution XIV.4 para. 9*		Ensure relevant guidance is shared through the Convention website			
1.3 Strengthened engagement with Contracting Parties.	Strengthened engagement with CPs	Enhance relationships and communication with Administrative Authorities, National Focal Points and Geneva missions, as appropriate	Engagement with CPs is strengthened	SG / DSG	Core
	Support provided to CPs for preparation of draft resolutions for COP15 (XIV.3)	Administrative support and advice provided in response to specific requests from CPs in line with XIV.3	CPs supported where advice has been requested	DSG	Core
1.4 Support the efficiency of operational processes of governing and subsidiary bodies of the Convention. *Resolution XIV.3 paras. 10, 13, 15; XIV.5 paras. 10, 12, 13*	Guidelines in Resolution XIV.3 Annex 1 applied to non-permanent subgroups and Working Groups	Apply where applicable Annex 1 guidance for formation of new Subgroups and Working Groups	Annex 1 guidance applied to the formation of new Subgroups and Working Groups	DSG	Core
	Review of the decision-making procedures during exceptional circumstances completed (XIV.3)	Conduct a review of the decision-making procedures during pandemic	Review presented to SC62		
	Proposed approaches for intersessional collaboration presented to Parties (XIV.3)	Carry out the work mandated in Resolution XIV.3	Report on proposed approaches presented to SC62		
	Draft of consolidated Resolutions prepared (XIV.5)	Prepare submission to SC62 proposing Resolutions to be consolidated	Submission to SC62 completed		
	Website includes: (a) a list of all Resolutions distinguishing those that are current from those that are expired or defunct; and (b) other COP decisions that are designed to be short-term in their effect (XIV.5)	List of current and expired Resolutions published on Convention website.	Website has been updated as required by XIV.5		

Function:				Purpose:		
2. ADMINISTRATION, HUMAN AND FINANCIAL RESOURCES				Secretariat ensures the effective and accountable management of resources, in alignment with IUCN policies and procedures.		

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
2.1 Ensured management of Secretariat human resources in line with IUCN policies and standards including: support organizational structure and recruiting; provide HR advice; support performance management; support staff duty; ensure staff engagement.	Compliance with IUCN HR policy and standards Ongoing delivery of HR services	Timely and effective management of human resources	HR matters managed in compliance with IUCN HR policies, procedures, and standards	HRO / SMT	Core
		Full implementation of IUCN new Global compensation policy	All staff compensation aligned with policy, taking into consideration Secretariat's budget constraints	HRO / SG	Core
		Adaptation of IUCN new Recognition Programme to the Secretariat's budget and structure (policy and operational processes)	Secretariat's recognition policy approved, published, and distributed among all staff All-staff information session organized		
	Developed Secretariat human resources	Performance Development Programme training	Training sessions provided to all staff and managers	HRO / SG	Core
		Staff's capacity development	Secretariat training plan formulated		
		Improved induction and on-boarding procedures developed for all new staff	Enhanced induction and on-boarding in place		
2.2 Effective and efficient financial and procurement	Compliance with IUCN financial standards	Timely and effective management of core and non-core budget	Management of core and non-core funds in compliance with IUCN standards	FM / SG	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
management of Secretariat, in line with IUCN policies and standards, including: management of financial resources including preparation and monitoring of annual budgets, audit, annual contributions, non-core funds management and reporting, travel and contract management, management of service arrangements with IUCN. *Resolution XIV.1 paras. 15, 18, 24, 25, 33; XIV.6 para. 59; XIV.*	Continue the cooperation efforts with IUCN (XIV.6 para. 59)	Annual Liaison Group review of cooperation and implement activities agreed jointly with IUCN	Meeting held and agreed actions implemented	SG	Core
	Audited accounts and appropriate follow-up to management letter, if required Triennium budget approved by COP15 Secretariat achieved balanced budget by the end of 2023-2025 triennium as indicated in Res. XIV.1 para. 15	Prepare financial documents for SC62	2022 audited accounts and Secretariat report on financial management presented to and accepted by SC62	FM / SG	Core
	Response to specific Standing Committee and COP requests	Further assess, and if applicable implement the self-assessment methodology for, the only remaining recommendations of the review of non-core funds done in 2018	Reported to SC62	FM / SG	Core
	Disburse African Voluntary Contributions (AVC) to Ramsar Regional Initiatives in accordance with Res. XIV.1 para. 24	Consult with regional representatives for Africa	The recommendation of regional representatives for Africa on the disbursement of AVC funds is presented to SC62	FM / SA Africa	Core
	Secretariat has taken requested actions regarding CPs with outstanding contributions	Follow-up on outstanding contributions from CPs in accordance with Res. XIV.1 para. 18	A report to SC62 on Secretariat follow-up on outstanding contributions from CPs following Res. XIV.1, para. 18 Outstanding contributions reported to and approved by SC62	FM / SMT	Core
	Reserve Fund maintained in accordance with Res. XIV.1 para. 33	Maintain the Reserve Fund	Reserve Fund maintained in accordance with Res. XIV.1 para. 33	FM	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
2.3 Maintained Information Management systems and new technology that enable the work of the Secretariat in support of the CPs. *Resolution XVI.1 para. 35;* *XIV.3 para. 12;* *XIV.5 paras. 4, 5*	Technology solutions increase the effectiveness and efficiency of the Secretariat and its support to CPs	Upgrade Convention Website platform to the latest version, including re-design of public and administrative interface	New website online Security, speed, reliability and usability of Convention website improved	DSP	Core
		Add functionality to the existing CRM (contacts management) platform as required	Functionality of CRM improved		
		Use new technology solutions that enable the Secretariat to effectively and efficiently support CPs (XIII.4, XIV.3)	RSIS is enhanced as required Secretariat enhances processes by efficiently using new and available technologies		
		Give input and support re-development by UNEP-WCMC of Online Reporting System (ORS)	New ORS suits the usage, workflow and format of the Convention's national reporting		
	Transparency and accountability action regarding Secretariat operations (XIV.1 para. 35)	Upload the financial statement and the report of the SG to Standing Committee	Publish financial statements and reports of the SG to Standing Committee on the Convention website	SMT/ SG	
2.4 Developed and maintained processes and systems that are fit for purpose and support the work of the Secretariat and CPs. *Resolution XIII.2 and SC54 Report.*	Secretariat processes and systems respond to COP-mandated requirements for transparency and accountability (XIV.1 para. 35)	Secretariat systems and processes are reviewed against the requirements of XIV.1 para. 35	SC updated on measures identified and implemented; relevant information published on Convention website	DSG	Core
	Development and implementation of standard operating procedures (SOPs)	Additional development of SOPs to standardize, and enhance efficiency of the Secretariat's work, knowledge management, and engagement with CPs, while reinforcing institutional memory	New and updated SOPs in place for key functions of the Secretariat	DSG / SMT	Core

Function:	Purpose:
3. IMPLEMENTATION SUPPORT	Secretariat supports the CPs, directly and as an enabler through and with others, to implement the Convention in line with the instructions provided by the COP.

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
3.1 List of Wetlands of International Importance: **CPs are supported in the designation and update of information on Ramsar Sites and in addressing changes in the ecological character of Sites.** **Maintain the List of Wetlands of International Importance and keep CPs informed of its status and any changes.** *Convention, Article 8.* *Resolution XIV.13 paras. 14, 17, 20, 21*	Status reports submitted to COP15 and SC62 – SC64	Maintain the RSIS and update information on Ramsar Sites	RSIS maintained and updated; status information presented to SC62	SA Europe / DSP	Core
		Identify measures that can be taken by the Secretariat to support higher rates of updating by CPs	Secretariat processes reviewed and adapted as necessary to support increased rate of Site updates		
		Delivery of webinars and provision of direct support to CPs as required	Timely response provided to CPs for requests received Number of training opportunities including webinars delivered, number of participants	SA Europe / DSP	Core
	CPs with Ramsar Sites for which they have not submitted an RIS or a map have been contacted ahead of SC62 (XIV.13 para. 14)	Identify Ramsar Sites and CPs without an RIS or a map Contact relevant CPs before SC62 requesting them to submit missing information	Relevant CPs have been contacted; update provided to SC62	SA Europe	Core
	RAMs conducted as requested by CPs	Assist CPs in their actions to respond to change or likely change in the ecological character of a Ramsar Site through following RAM operational guidance	Number of RAMs planned and conducted	SA Africa	Core / NC

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
	Strategic Framework updated	Update the Strategic Framework -2012 Revision, (adopted as Resolution XI.8, Annex 2, Rev. COP13) for wetland designation to include guidance on use of waterbird population estimates (XIV.18 para. 12)	Updated strategic framework (Resolution XI.8, Annex 2, Rev. COP14) published on website	DSP	Core
	Technical support to Parties to address the threats to Ramsar Sites have been provided (XIV.13)	Advise and support CPs on Article 3.2 cases and Montreux Record. Prioritize Article 3.2 Sites based on intensity of threat and longer-standing cases	All relevant cases addressed, with timely response to requests	SA Europe	Core
		Provide technical support to CPs with Article 3.2 Sites, prioritizing the most threatened Sites	Report to SC62 on the technical support provided to CPs		
	Technical report presented to SC	Prepare a technical report on the procedure undertaken by the Secretariat to include a site on the Ramsar List	Technical report to SC62on the procedure for adding a site to the Ramsar List		
3.2 Technical advice provided in an effective, efficient, and coordinated way, aligned with the priorities established by the COP, in order to support CPs to implement the Convention. *Resolution XIV.10 paras. 18, 22; XIV.11 paras. 26, 27;*	CPs (NFPs/AAs and National Committees where applicable) have established national wetland inventories in line with Target 8 of the Strategic Plan	Develop a programmatic approach to establishing a wetland inventory support facility, building on findings of the post-COP13 gap analysis findings	Support to CPs on wetland inventory is provided SC62 updated on measures identified and implemented	SAs / DSP	Core / NC
	Wetland City Accreditation process supported, and new nominations submitted to and accepted by COP15	Support the Independent Advisory Committee (IAC) to prepare relevant Wetland City Accreditation documentation and support the nomination process (XIV.10)	Secretariat has provided the required support to IAC	SA Africa	Core
	Provide administrative services for the Wetland City Accreditation scheme (XIV.10 para. 18)	Draft and publish a call for application for new and renewed accreditation	Call for applications made for new and renewed accreditation		

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
XIV.12 para. 22	Wetland projects managed by the Secretariat have substantially supported CPs and their implementation activities.	Grant management (Danone, Nagao Wetland Fund, Swiss Grant for Africa, Wetlands for the Future)	Projects being implemented and managed according to donor requirements	SAs	NC
	Progress of development and implementation of wetland education programmes reported to COP15 (XIV.11 para. 26)	Convene working group of CEPA experts to support analysis of progress in development and implementation of wetland education programmes	Group convened	DSP	Core / NC
	The Convention's goal of integrating wetland education in formal education addressed in synergy with UNESCO in the context of UNESCO's ESD for 2030 Roadmap (XIV.11 para. 27)	Liaison with UNESCO on integrating wetland education in formal education (through UNESCO's activities towards implementation of the ESD for 2030 Roadmap and potential joint activities)	Progress reported to SC	DSP	Core
	Information on progress of youth participation is reported to COP through the Global Implementation Plan (XIV.12 para. 22)	New National Report template includes questions on progress of youth participation	New template to measure progress of youth participation is presented to SC62	SA Asia	Core
3.3 International Cooperation: Secretariat has supported CPs in implementing RRIs, regional projects and programmes and the management of transboundary sites; open call for proposals for new RRIs made prior to COP15. *Resolution XIV.1 para. 26;*	SC annually informed on status of RRIs (XIV.7 para. 14) and provide reminder for non-submission (para. 15)	Secretariat report on RRI including annual report submission presented to SC62	Report submitted and endorsed by SC62	SAs	Core
	Opportunities for new RRIs identified and reported to COP15 (XIV.7 para. 9)	Discuss with IOPs where new RRI opportunities exists	Discussions with IOPs convened		
	Information on RRIs including annual reports published on the Convention website (XIV.7 para. 26)	Publish annual reports on the Convention website	Annual reports are published on the Convention website		
	RRIs supported in the development and implementation of their work plans RRIs supported on capacity development and alignment of RRI work with the Convention	Support fundraising for RRIs RRI activities' alignment with Strategic Plan is assessed Advice provided on capacity development	Volume of funds raised with Secretariat assistance	SAs / RMO	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
XIV.7 paras. 9, 14, 15, 24, 26, 27	Learning and collaboration among RRIs promoted	Convene RRI annual planning meeting Exchange of knowledge on training programme for wetland managers by RRIs	RRI annual planning meeting organized	SA Asia	Core
	Call for new RRI proposals made prior to COP15 (XIV.7 para. 27)	Call for new RRI proposals made before SC62 New proposals presented to SC63 in 2024	Result of the call for new RRI proposals reported to SC63	SA Asia	Core
3.4 Secretariat has effectively contributed to strengthen the capacity of CPs in their implementation of the Convention. Priority given to least-developed countries and opportunities for south-south learning.	Capacities of designated focal points increased through training (XIII.8 para. 18)	Develop a rolling capacity-building plan addressing needs identified in COP14 (and other COP) Resolutions for the triennium (for example, in relation to wetland inventories, restoration, mainstreaming of wetlands), including identification of resource requirements	Capacity-building plan developed and shared with CPs Financial needs for capacity building activities identified and included in resource mobilization activities	DSP	Core
		Update introductory course on the Convention and develop self-paced virtual training for CP designated representatives	Convention courses available in online portal (InforMEA with link from Convention website)		

				Lead/ Support	Budget

Function:	Purpose:
4. SCIENTIFIC AND TECHNICAL SERVICES	Secretariat supports the CPs in getting scientific and technical guidance from STRP and other scientific bodies.

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
4.1: STRP supported by the Secretariat to deliver its triennium work plan by: - **Facilitating convening of the STRP** - **Facilitating preparation and production of outputs in work plan; and** - **Ensuring STRP products are policy-relevant and adapted and communicated to specific target audiences.** *Resolution XIV.14 para. 15*	STRP work plan 2023- 2025 adopted and implemented (XIV.14 para. 15)	Facilitate organization of STRP work	Updated STRP workspace Updated STRP Author Guidelines	DSP	Core
		Support STRP in development of the STRP work plan 2023-2025 in the lead-up to and at STRP25, incorporating requests across COP14 Resolutions, and support STRP Chair, Vice-Chair and task leads in conceptualizing outputs and products	Work plan presented to SC for adoption	DSP	Core
		Facilitate and promote observer and STRP NFP contributions to the work of the Panel	Observers and STRP NFPs contribute to conceptualization and delivery of STRP products		
		Manage production of STRP outputs	Finalized STRP products published and available online in three official languages	DSP	Core / NC
4.2: Secretariat has contributed to ensuring that wetlands and the	Liaison and, where relevant, collaboration established with other science-to-policy bodies (e.g. IPCC, IPBES, subsidiary bodies and working groups of other MEAs)	Continued exchange of information with IPCC on the STRP work plan and development of the IPCC 7th cycle work programme	STRP work plan and information on relevant tasks shared with IPCC and IPBES	DSP	Core / SAR

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
Convention are addressed in relevant scientific processes and the Convention contributes to other scientific processes (CSAB, IPBES, IPCC, technical bodies of other MEAs).		Supporting STRP Chair in relation to the IPBES multi-disciplinary expert panel	Participation in/contributions to IPCC-58, IPBES-10 and other relevant meetings		
		Explore STRP Panel members' nomination to or support for activities under IPCC, IPBES and relevant MEAs	Nomination for Ad Hoc Technical Expert Group on GBF indicator framework submitted		
	Wetlands and the Convention are addressed in relevant scientific processes and collaboration promoted	Virtual and physical engagement with CBD SBSTTA and SBI; UNFCCC SBSTA; UNCCD SPI; AEWA TC etc.	Participation in relevant processes with provision of inputs	DSP / SAs	
4.3: Roll-out and utilization of technical guidance of the Convention. *Resolution XIV.15 para. 20; XIV.14; XIV.18 para. 16*	Guidance has been published and shared with CPs and partners.	Finalize STRP products and disseminate widely including through launch webinars. Collaborate with relevant partners on development and implementation of training on use of finalized STRP outputs, in the context of the Secretariat capacity building plan	Any finalized STRP products are available online in three languages. Webinars held and attendance Training materials developed and/or activities conducted	DSP	Core
4.4 Assessment, analysis and advice provided in line with request from COP and Standing Committee	Progress on wetland restoration assessed and reported to COP15 (XIV.6 para. 35)	Develop approach for assessing progress on wetland restoration, including possible partnerships (may include e.g. UNEP, FAO, relevant task forces of the UN Decade on Restoration, UNCCD G20 Land Degradation Initiative and/or IOPs)	Assessment initiated in collaboration with partners as relevant	DSP	Core / NC
	Exemplary policies and cases related to small wetlands conservation compiled and promotional material or a handbook developed (XIV.15 para. 20)	Develop activity plan and identify resource requirements in association with the STRP	CPs and other partners invited to contribute information or case studies Resource requirements identified and funding support requested	DSP	SAR

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
	Report to COP15 on assessments of Ramsar Sites in Ukraine including mitigation and restoration measures (XIV.20 para. 18)	Identify and liaise with relevant international and national organizations to plan and coordinate assessment	Update or report provided to SC62 for further guidance	SA Europe	NC

Function:	Purpose:
5. REPRESENTATION, POLICY, ENGAGEMENT, AND INTERNATIONAL COOPERATION	Secretariat reinforces the relevance and visibility of wetlands and the Convention, ensuring its inclusion in relevant policy processes and with key audiences.

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
5.1 Parties are supported in engagement with global, regional, and national processes ensuring the relevance of wetlands, and the Convention is included in global policy framework (Agenda 2030 and SDGs, HLPF, NDCs, GBF and NBSAP). *Resolution XIV.6 paras. 24, 52; XIV.17 para. 9*	Support to CPs to ensure that relevance of wetlands and the Convention are included in national SDG strategies, NDCs and NBSAPs Report to COP15 (XIV.6 para. 52)	In association with the STRP, develop further international partnerships to support CPs in the integration of wetlands in national climate policies, including continued collaboration with FAO as well as IOPs Continued engagement in relevant international partnerships such as IPBC, GPI and ICRI	Report to SC62 on partnerships that provide support to CPs	SAs / DSP	Core / NC
	Secretariat promotes and supports CPs in inclusion of wetland issues in the 2030 Sustainable Development Agenda	Raise awareness of the links between wetlands and the SDGs	Development and delivery of guidance and capacity building (e.g. SDG6 Indicator 6.6.1) The Convention represented in relevant international meetings and act as a spokesperson for the Convention's priorities, including HLPF, UNFCC COP28, SDG summit, UN Decade on Ecosystem Restoration	DSP	Core
	Facilitate the establishment of a community of practice on addressing climate change (XIV.17 para. 9)	Convene consortium and establish process, including MedWet, other RRIs and CPs Identify resource requirements	Progress reported to SC62	DSP	Core / NC

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
5.2 Effective cooperation with Intergovernmental, International and Regional Organizations and Multilateral Environmental Agreements is promoted and improved. *Resolution XIV.6 paras. 21, 22, 36, 37, 38, 40, 47, 48, 51, 59;* *XIV.12 para. 23;* *XIV.16 para. 23;* *XIV.17 para. 12*	Effective cooperation with relevant MEAs and IGOs	Secretariat strengthens collaboration with relevant MEAs and IGOs, as listed in Res. XIV.6 para. 37: UNEP, UNDP, FAO, WB, WHO, WMO, UNESCO, UNECE and other regional economic commissions of the UN, GEF, MEAs such as UNFCCC, UNCCD, CBD, CMS and others New Joint Work Plan and MOU with CBD Detailed activity plan for implementation of MOU with UNEP (XIV.6 para. 40) Strengthen collaboration with UNFCCC	Secretariat has strengthened collaboration with relevant MEAs and IGOs and explored cooperation with those agencies listed in Resolution XIV.6 Collaboration and implementation of agreed activities with the secretariats of other biodiversity-related Conventions (XIV.6 para. 36)	DSP / SG	Core
		Actively engage in the Bern process (XIV.6 para. 47)	Contribution of the Convention to effective and efficient implementation of the post-2020 Global Biodiversity Framework	SA Americas	Core
		Contribute to ongoing work by UNESCO, CMS, IUCN and other IOPs to improve ecological connectivity of the world's flyways Participate in CMS Working Group on Flyways	Progress reported to SC62	DSP	Core
	Data and reporting on extent of water-related ecosystems strengthened (XIV.6 paras. 48 and 49)	Engage in and contribute to IAEG-SDGs on water-related indicators and collaborate with UNEP as co-custodian of SDG indicator 6.6.1	Progress reported to SC62	DSP	Core / NC
	Enhanced coordination and cooperation activities with other entities as mandated	Identify opportunities to engage in line with COP-mandated requests	Meeting held and agreed actions implemented	SG / SMT	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
	by decisions of COP14 (e.g. XIV.12 para. 23, XIV.16 para. 23, XIV.17 para. 12) and earlier COPs (e.g. XIII.24)				
	Further strengthen collaboration with the GEF and GCF Secretariats	Continue approach of enhanced engagement with the multilateral funding agencies and supporting CPs in accessing such funding	CPs supported with engagement with multilateral funding agencies	DSG / SA Asia	Core

Function:	Purpose:
6. RESOURCE MOBILIZATION	Secretariat utilizes a whole-of-Secretariat approach to mobilize resources to 1. Generate non-core funding for activities within the Secretariat's current non-core budget; and 2. Facilitate resource mobilization for CPs at the national and regional levels.

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
6.1 Funds raised to support non-core priority activities as prioritized by Res. XIII.2 Annex 3. Resolutions X.12, XIII.2 and Decision SC52-23. *Resolution XIV.1 paras. 13, 22*	Quantity of funds raised against identified non-core priority activities	Update Resource Mobilization Plan reflecting new non-core priorities of Res. XIV.1 Annex 3	Funds raised, volume of outreach (donors contacted, proposals presented) Resource Mobilization Plan updated	RMO/SG	Core
	Secretariat's Resource Mobilization Plan implemented in line with COP and Standing Committee decisions and guidance	Develop funding proposals for donors based on fundraising priorities	Number of proposals submitted and funded	RMO/SG	Core
		Outreach to potential funders	Number of potential funders approached per quarter		
		Maintain the webpage that provides an overview of non-core funding priorities	Webpage updated as necessary		
6.2 Support CPs in their national and regional fundraising efforts.	Volume of funds raised reported by CPs	Continue to grow the funding organization database and to increase number of users	Metrics on use of database	RMO	Core
		Continue to update grant guidance documents for funding proposals Communicate to CPs the resources and tools available	Metrics on number of visitors and downloads of templates and tools		

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
		Identify and compile relevant resources to support CP capacity building in fundraising, e.g. webinars Explore means to increase awareness and utilization of tools and resources by CPs	Number of training events and participants	RMO / SMT	Core

Function:	Purpose:
7. OUTREACH and STRATEGIC ENGAGEMENT	Secretariat is a catalyst to raise visibility for conservation and wise use of wetlands and the work of the Secretariat and CPs.

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
7.1 Through strategic partnerships / engagement, and platforms such as WWD, increased visibility through leveraging the actions of others for the wise use of wetlands. *Resolution XIV.9 para. 12*	WWD campaign implemented in 2023-2025	World Wetlands Day 2023 implementation and WWD2024 planning	Number of events, downloads, and social media engagement over previous years	Comms	Core
		Secretariat to engage with UN Agencies on WWD and report to the UNGA	Engagement of UN Agencies on WWD and report submitted to UNGA		
		Propose themes for 2025, 2026 and 2027 to SC62	SC62 decision on future themes facilitated		
	Ramsar Wetlands Conservation Award cycle in run-up to COP15 delivered in line with mandate of Resolution XIV.9 para. 12	Seek funding for COP15 Awards cycle	Call for support made	RMO	NC
	Communications activities with IOPs implemented in accordance with MOU and Res. VII.3	Renew MOU with IOPs building on ongoing initiatives and identifying further bilateral or joint opportunities	Implementation of bilateral or joint activities with IOPs	DSP	Core
	Visibility of the Convention and urban wetlands achieved through leveraging the Wetland City Accreditation scheme	Encourage IOPs and other partners including to profile the work of the Convention and the Wetland City Accreditation Scheme. Liaise with ICLEI to promote the scheme through the CitiesWithNature platform	Information on the Wetland City Accreditation scheme shared with IOPs and partners	SA Africa	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2023 Indicator	Lead/ Support	Budget
7.2 Through targeted outreach, raised the visibility of the Convention at the national, subnational, regional and international levels. *Resolution XIV.3 para. 11; XIV.8*	Increased use and access to materials and information on the Convention, its Strategic Plan and priorities at national, subnational, regional and international levels	Implement the communications plan and editorial calendar. Continue to identify opportunities to optimize accessibility and utilization of Convention electronic content	Number of stories and articles published on the website. Number of website visitors and analytics for page views and downloads	Comms / SG	Core
	Strategic engagement opportunities to raise the visibility of the Convention at relevant meetings, events and processes secured	Secure high-profile speaking and presentation opportunities for the SG and Secretariat staff with targeted audiences	Effective engagement in identified strategic policy processes	SG / SMT Comms	Core
	New approach to CEPA implemented in accordance with Resolution XIV.8	Identify and share content and resources with national CEPA Focal Points that will raise visibility of the Convention	Relevant communications content and resources shared with CPs through national CEPA Focal Points	Comms	Core
	Social media channels utilized to reach target audiences	Implement editorial calendar across social media channels to increase relevance and frequency of content to target audiences	Number of followers on Twitter, Facebook, LinkedIn		