

CONVENTION ON WETLANDS (Ramsar, Iran, 1971)
51st Meeting of the Standing Committee
Gland, Switzerland, 23-27 November 2015

SC51-14

CEPA Action Plan for the Ramsar Secretariat 2016-2024

Actions requested:

Standing Committee is invited to consider and approve the CEPA Action Plan for 2016-2024.

Background

1. A consultation draft of the “*Communication / CEPA Action Plan for the Ramsar Secretariat 2016-2021*” was presented to the 49th meeting of the Standing Committee (SC49) and several of the Parties present gave feedback for its further development and requested that it be resubmitted for further consideration by Standing Committee.¹
2. The Secretary General also reported to the 12th Meeting of the Conference of Contracting Parties (COP12) that the proposed CEPA Action Plan had been presented to SC49 and would be refined and presented again to the Standing Committee for approval.
3. The annexed Action Plan has been amended in line with the specific feedback given at SC49, and updated to reflect the 4th Strategic Plan for 2016-2024 approved through Resolution XII.2 and the CEPA Programme for the same period approved through Resolution XII.9.

Overview of the CEPA Action Plan

4. This CEPA Action Plan sets out a unifying framework for all the planned actions on Communications and CEPA activities (communication, capacity development, education, participation and awareness) that are led by the Ramsar Secretariat.
5. In order to change the continuing global trends of wetland loss and degradation, the 4th Strategic Plan of the Ramsar Convention will focus on four overall goals during the 2016-24 period:
 - Strategic Goal 1: Addressing the Drivers of Wetland Loss and Degradation
 - Strategic Goal 2: Effectively Conserving and Managing the Ramsar Site Network
 - Strategic Goal 3: Wisely Using All Wetlands
 - Operational Goal 4: Enhancing Implementation
6. These four goals and their underlying 19 targets form the basis for all Communications activities, which are designed to bring to life the CEPA Programme vision:

“People taking action for the conservation and wise use of wetlands”

¹ See the SC49 report, Agenda item 6, paragraphs 23 to 36, at www.ramsar.org/sites/default/files/documents/library/sc49_report_decisions_e.pdf.

7. The overview table on pages 10-12 shows how all Communication/CEPA activities support the goals and targets of the fourth Ramsar Strategic Plan, and also how each activity corresponds with the nine CEPA goals and the 43 underlying CEPA targets. Within this framework, this action plan also lists how the specific scientific and technical guidance materials that the Secretariat will be provided to support the STRP thematic areas.

Annex 1

CEPA Action Plan for the Ramsar Secretariat 2016-2024 Consultation Draft

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I. Context

1. Mission of the Ramsar Convention

The Strategic Plan for 2016-2024 reaffirms the Mission of the Convention as:

“Conservation and wise use of all wetlands through local and national actions and international cooperation, as a contribution towards achieving sustainable development throughout the world.

“To achieve this Mission it is essential that vital ecosystem functions and the ecosystem services they provide to people and nature are fully recognized, maintained, restored and wisely used.”

The Strategic Plan also has a clear Vision:

“Wetlands are conserved, wisely used, restored and their benefits are recognized and valued by all.”

To achieve this Mission, and bring the Vision to life, it is essential that the vital ecosystem services, and especially those related to water and those that wetlands provide to people and nature through their natural infrastructure, are fully recognized, maintained, restored and wisely used.

2. Ramsar Strategic Plan 2016-2024: Goals and Targets

In order to change the downward of global trend of wetland loss and degradation, the Ramsar Convention will focus on just four overall goals and 19 underlying targets during the 2016-24 period. In the tables 10 in section III.9 below, the Secretariat’s CEPA activities are all cross-referenced to support them:

Strategic Goal 1: Addressing the Drivers of Wetland Loss And Degradation

The multiple human impacts on wetlands are growing. Influencing the drivers of wetland degradation and loss and the integration of the role of wetland values (monetary and non-monetary) into planning and decision-making requires the development of a methodology that enables wetland resources and ecosystem benefits to be assessed so that the multiple environmental functions and benefits are understood widely within societies. Contracting Parties, the Secretariat, Regional Initiatives and IOPs will enhance their engagement with relevant stakeholders in order to diminish threats, influence trends, restore wetlands and communicate good practices.

- Target 1: Wetland benefits are featured in national/ local policy strategies and plans relating to key sectors such as water, energy, mining, agriculture, tourism, urban development, infrastructure, industry, forestry, aquaculture, fisheries at the national and local level.
- Target 2: Water use respects wetland ecosystem needs for them to fulfil their functions and provide services at the appropriate scale *inter alia* at the basin level or along a coastal zone.
- Target 3: The public and private sectors have increased their efforts to apply guidelines and good practices for the wise use of water and wetlands.
- Target 4: Invasive alien species and pathways of introduction and expansion are identified and prioritized, priority invasive alien species are controlled or eradicated, and management responses are prepared and implemented to prevent their introduction and establishment.

Strategic Goal 2: Effectively Conserving and Managing the Ramsar Site Network

Ramsar Sites constitute the largest network of officially recognized internationally important wetland areas in the world. This network constitutes the backbone of a larger network of wetlands. Parties must commit themselves to efforts to protect and effectively manage the existing Ramsar Sites and enable the full and effective participation of stakeholders, including indigenous peoples and local communities, as well as to expanding the reach of the Convention by continuously working to add more sites and areas of wetlands recognized under the Convention.

Target 5: The ecological character of Ramsar sites is maintained or restored, through effective planning and integrated management.

Target 6: There is a significant increase in area, numbers and ecological connectivity in the Ramsar Site network, in particular under-represented types of wetlands including in under-represented ecoregions and Transboundary Sites.

Target 7: Sites that are at risk of change of ecological character have threats addressed.

Strategic Goal 3: Wisely Using All Wetlands

The wise use of all wetlands requires that Parties ensure they are addressing wetlands beyond those currently included in the Ramsar Site network. This work may occur at the national, subnational, regional, and transboundary levels, including at basin level. Mainstreaming recognition of ecosystem functions, services and benefits into a wide range of sectors and with a broad array of actors will help ensure the success of this effort.

Target 8: National wetland inventories have been initiated, completed or updated and disseminated and used for promoting the conservation and effective management of all wetlands.

Target 9: The wise use of wetlands is strengthened through integrated resource management at the appropriate scale, *inter alia*, within a river basin or along a coastal zone.

Target 10: The traditional knowledge, innovations and practices of indigenous peoples and local communities relevant for the wise use of wetlands and their customary use of wetland resources are documented, respected, subject to national legislation and relevant international obligations, and fully integrated and reflected in the implementation of the Convention, with a full and effective participation of indigenous peoples and local communities at all relevant levels.

Target 11: Wetland functions, services and benefits are widely demonstrated, documented and disseminated.

Target 12: Restoration is in progress in degraded wetlands, with priority to wetlands that are relevant for biodiversity conservation, disaster risk reduction, livelihoods and/or climate change mitigation and adaptation.

Target 13: Enhanced sustainability of key sectors such as water, energy, mining, agriculture, tourism, urban development, infrastructure, industry, forestry, aquaculture and fisheries, when they affect wetlands, contributing to biodiversity conservation and human livelihoods.

Operational Goal 4: Enhancing Implementation

It will be vital for the survival of wetlands and the success of the Convention for Parties to enhance implementation of the Strategic Plan. Various approaches will help strengthen the implementation of the three Strategic Goals, and ultimately of the Convention itself. They involve critical actions to

be undertaken by Contracting Parties themselves, and in partnership with other Parties and other entities, in particular with regard to scientific and technical advice and guidance, resource mobilization, public awareness, visibility and capacity building. The Ramsar Secretariat will also play a vital role in raising awareness and visibility of the Convention, as well as mobilizing resources to support enhanced implementation.

- Target 14: Scientific guidance and technical methodologies at global and regional levels are developed on relevant topics and are available to policy makers and practitioners in an appropriate format and language.
- Target 15: Ramsar Regional Initiatives with the active involvement and support of the Parties in each region are reinforced and developed into effective tools to assist in the full implementation of the Convention.
- Target 16: Wetlands conservation and wise use are mainstreamed through communication, capacity development, education, participation and awareness.
- Target 17: Financial and other resources for effectively implementing the 4th Ramsar Strategic Plan 2016 – 2024 from all sources are made available.
- Target 18: International cooperation is strengthened at all levels.
- Target 19: Capacity building for implementation of the Convention and the 4th Ramsar Strategic Plan 2016 – 2024 is enhanced.

3. CEPA Vision and Strategies

Working towards the defined Strategic Goals, all communication, capacity development, education, participation and awareness (CEPA) activities aim to trigger action. Thus, the vision laid out in the CEPA Programme for 2016-24 is:

“People taking action for the conservation and wise use of wetlands”

Nine CEPA Goals outline how Secretariat activities will help mobilize people to take action. These Goals and their underlying targets are listed in full in Annex A, and are cross-referenced in the table of CEPA activities at section III.9 below:

Goal 1

Ensure leadership to support effective implementation of the Programme by providing institutional mechanisms and establishing and supporting relevant networks.

Goal 2

Integrate CEPA processes, where appropriate, into all levels of policy development, planning and implementation of the Convention.

Goal 3

Provide support to implementers of wise use principles, especially those with a direct role in site management.

Goal 4

Build the individual, institutional and collective capacity of people with a direct responsibility for Ramsar implementation.

Goal 5

Develop and support mechanisms to ensure multi-stakeholder participation in wetland management.

Goal 6

Implement programmes, projects and campaigns targeting diverse sectors of society to increase awareness, appreciation and understanding of wetlands and the ecosystem services they provide.

Goal 7

Recognize and support the role of wetland centres and other environmental centres as catalysts and key actors for activities that promote Ramsar objectives.

Goal 8

Support the development and distribution of education materials that build awareness of ecosystem values and services and the value of wetlands for use in formal education settings, at Ramsar Sites and by all Ramsar actors.

Goal 9

Ensure that the guidance and information provided by the STRP is developed in line with adopted Resolution and in close collaboration with the CEPA programme and dissemination to the identified target audiences is ensured through the most effective communications channels.

4. Ramsar potential collaborator landscape

Ramsar is competing for both attention and funding in a very crowded space. A detailed list of the most active organizations in global wetlands, biodiversity, water and environmental space is included as Annex C. In addition, a conceptual mapping of the players most relevant to Ramsar is included as Annex D.

These potential collaborators can be clustered into several groups – and a cross-section of these players are also IOPs – core organizations that already assist in implementation of the Convention:

- Major UN development and climate organizations
- Biodiversity, water and environmental conventions
- Biodiversity-related organizations and NGOs
- Water-related organizations and NGOs

Ramsar's unique status as a Convention that addresses water, biodiversity, climate change, livelihoods, disaster risk reduction and well-being issues will be important in the post-2015 SDG environment.

5. Key drivers for CEPA activity planning

Considering Ramsar's overall mission, its strategic intent to stop and reverse the trend of wetlands loss and degradation, the need to communicate to the world on the importance of wetlands, the CEPA programme, and the Convention's crowded collaborator landscape, the following considerations drive the CEPA activity planning:

- Policy-makers and wetland practitioners are the two groups that have the best potential for taking action – and having impact on – the wise use of wetlands. These two groups each require

guidance materials that are tailored to them, and provided in the three languages of the Convention:

- Policy makers require specific information on types of policies that are effective.
 - Wetland practitioners have a need for more effective capacity-building (i.e. training) materials, with focus at site level.
- The benefits of wetlands are still essentially unknown to the wider public, and need to be phrased in ways that capture the public imagination. With very limited budget to do this, youth aged 15-24 are the best entry point.
 - World Wetlands Day is the major event that can be most useful in motivating a wider public audience to action on wetlands.
 - The crowded collaborative space is both a challenge and an opportunity. Given the emerging water focus in the SDGs, Ramsar has the opportunity to highlight its focus on a unique range of water, biodiversity, climate change, livelihoods, disaster risk reduction and well-being issues, positioning the Convention at the real “source” of sustainable development.

II. Implementation strategy

6. Target groups

The CEPA Programme 2016-24 enumerates some 27 possible target groups for outreach efforts. In the context of the new Strategic Plan and the new modus operandi for the STRP, two primary target groups have been identified for the Convention’s scientific and technical guidance: policy-makers and wetland practitioners.

This confirms the prioritization made by Secretariat staff in a workshop on 15 May 2014, where the same two groups were identified as the most important for influencing wetland outcomes, plus several other secondary target groups:

Primary target group A: policy-makers

For most outreach activities of the Ramsar Secretariat, this group consists of decision-makers at the national level who have the actual power to set wetlands policy, and the direct advisors who are charged with briefing them. In more decentralized countries, this may extend to a sub-national or even local level. Broadly, this group requires summary pragmatic policy-making suggestions, backed up with well-grounded scientific and technical arguments and successful real-life examples of how to integrate wetland considerations into policies.

Primary target group B: wetland practitioners

This group consists of those who are responsible for the day-to-day management of wetland areas and protected sites, those who supervise them, and those who are critical to the Convention’s implementation on the ground: NFPs, AA contacts, and IOPs. This group will generally require more specific advice and guidance on what actions are most effective in the management of wetlands and protected areas, as well as relevant case studies from similar situations, and answers to specific questions.

Secondary target group C: Private sector partners – current and potential

Building on existing partnerships with Danone-Evian and Star Alliance Biosphere Connections, target other private sector companies in sectors with a relation to or interest in water and wetlands; e.g. tourism, mining, agriculture, fishing and food processing.

Secondary target group D: High net worth individuals/celebrities

This group consists of high net worth individual and celebrities who have an interest in environmental and wetland-related issues, and can play a significant transmitter or ambassador role for the Convention.

Secondary target group E: General public with youth focus

In the Ramsar context of extremely limited budgets, but a real desire to make a difference in the long term, it makes sense to target youth aged 15-24 as a transmitter group for reaching a wider public. This also dovetails with the primary target group for Danone-Evian; sponsors of World Wetlands Day.

7. Key messages

Top-level messaging

At the top level, the five broad messages that all CEPA activities by the Secretariat should echo in order to support the Ramsar Strategic Plan goals and the CEPA programme are:

- Wetlands and their services and benefits to humanity
- Wetlands loss and the urgency to tackle loss and degradation
- Best practices and case studies of successful policies for the wise use of wetlands
- Best practices and exchange of experiences of wise use in wetlands
- What can I do to take action on wetlands?

Guidance on STRP thematic areas

For specific scientific and technical guidance and capacity-building materials, five specific thematic areas have been provisionally proposed for the STRP 2016-18 triennium. The decision on the actual five specific thematic areas rests with the Parties and the current set is placed in this context to look at possible impacts. These are labelled G1 to G5 here for later reference in Sections 10g and 10h:

G1 - Best practice methodologies / tools to monitor Ramsar sites, including surveying, mapping, and inventorying

G2 - Best practices for developing and implementing management plans for protected areas / Ramsar sites

G3 - Methodologies for valuation of goods and services of wetlands

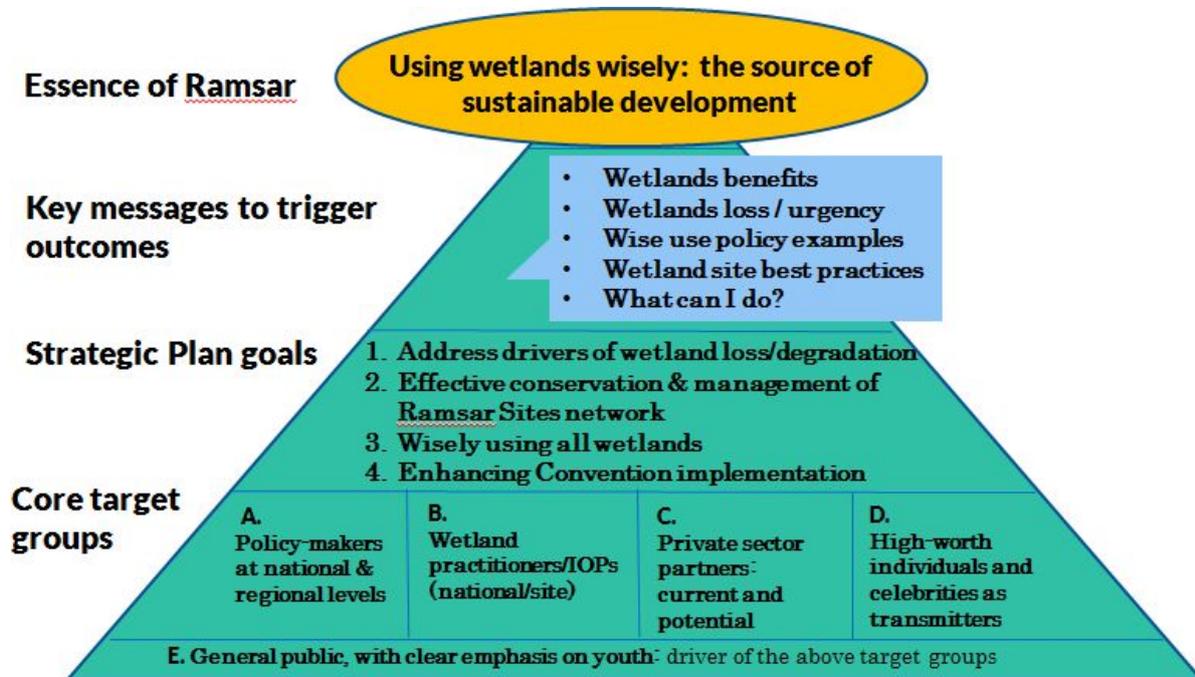
G4 - Balancing wetland conservation and development – infrastructure, urbanization and agriculture

G5 - Climate change and wetlands: methodologies for carbon capture

CEPA Goal 9 mandates that STRP guidance materials are developed in close collaboration with the CEPA programme, and this CEPA action plan integrates all guidance materials that are currently foreseen for the next triennium, including all Ramsar Briefing Notes and Ramsar Technical Reports, cross-referenced to indicate which CEPA targets each item supports. The consultant review of STRP communications on how to increase the effectiveness of scientific and technical guidance materials is included as Annex E of this document.

8. Ramsar Brand Pyramid

Summarizing the target groups, outcomes, messaging and Ramsar proposed essence or positioning in the post-2015 SDG environment:



III. Ramsar Secretariat CEPA activities

The list of Ramsar Secretariat CEPA activities is outlined in table form on the following three pages, illustrating one activity in each row. This is cross-referenced to show how each activity aligns with the goals and targets of the 4th Strategic Plan, and which of the 43 CEPA targets it supports (primary in dark green, secondary in light green).

All CEPA activities in this overview table are each explained in further detail in section 10, starting on page 14.

9. Overview table of Ramsar Secretariat CEPA activities

	Supporting CEPA Strategy 1	CEPA Strategy 2	CEPA Strategy 3	CEPA Strategy 4	CEPA Strategy 5	CEPA Strategy 6	CEPA Strategy 7	CEPA Strategy 8	CEPA Strategy 9	Supporting SP Goal 1	SP Goal 2	SP Goal 3	SP Goal 4
	Effect. CEPA imp.	Processes	Guid. material	Build capacity	Multi-stakeh.	Awareness	Wetl. ctrs	Edu. mater.	STRP supp.	Addressing drivers of wetland loss/ degradation	Effectively conserving & managing the Ramsar Site Network	Wisely using all wetlands	Enhancing Convention implementation
CEPA Strategic Objectives	1,1 1,2 1,3 1,4 1,5 1,6	2,1 2,2 2,3 2,4	3,1 3,2 3,3 3,4 3,5	4,1 4,2 4,3 4,4 4,5	5,1 5,2 5,3 5,4 5,5	6,1 6,2 6,3 6,4	7,1 7,2 7,3 7,4	8,1 8,2 8,3 8,4	9,1 9,2 9,3 9,4				
a. Corporate identity/branding													
Review logo, mascot, strapline													T15
Stationery													T15
PowerPoint template													T15
Ramsar Site and visitor centre signage												T10	T15
b. Online actions													
Ramsar website										T1,2,3,4	T5,6,7	T8,9,10	T13,18
Improve data search/document access											T5		T15
Provide for 'citizen scientist' input												T10	T15
Integrate RSIS platform											T5	T10	
Integrate STRP platform											T5		T13,18
Google grant													T15
Photo database													T15
Contacts database													T15
Quarterly SG e-newsletter										T1,3	T6	T10	T17
Video on wetland benefits												T10	T15
WWD online support:													
WWD sub-website										T3		T10	T15
WWD Google doodle													T15
c. Social media													
Facebook page (stories)										T3		T10	T15
Twitter SG feed										T1,3	T6	T10	T17
Instagram										T1,3	T6	T10	T17
d. Events													
World Wetlands Day (WWD)										T3		T10	T15
COP12 and COP13 meetings										T1,2,3,4	T5,6,7	T8,9,10,11	T13,15,16,17,18
e. Partnership activities													
Danone-Evian										T3	T6	T9,11	T15
Star Alliance Biosphere Connections										T3	T6	T9,11	T15
IUCN										T3	T6	T9,11	T15
"Superleague" site designation										T3	T6	T10	T15,17
Global Partnership for Wetlands Restoration										T1,3	T5,6,7	T8,11	T17
f. Press engagement													
Public relations strategy										T1,2,3,4	T5,6,7	T8,9,10,11	T13,15,16,17,18
Media packs										T1,2,3,4	T5,6,7	T8,9,10,11	T13,15,16,17,18
Staff FAQs												T10	T15

10. Description of Ramsar Secretariat CEPA activities

This section outlines individual measures in more detail than is possible in the table, and notes the relevant primary CEPA targets that each activity is designed to support, and specifies if the funding is to be derived from core sources or from non-core.

10a. Corporate identity/branding (core funds)

Ramsar's corporate identity should be reviewed, with an emphasis on the brand positioning as "the source of sustainable development." This also supports CEPA targets 3.1 and 6.4, This review should consider:

- Ramsar strapline to express positioning
- Clean and consistent visual identity that includes website plus
- Powerpoint presentation template
- Publications, stationery, labelling and file management
- Ramsar Site and visitor centre signage guidelines
- Initiating a review of Ramsar logo
- Developing a mascot that could become associated with the Convention

10b. Online actions

Ramsar website (core funds)

The Ramsar website is the key face of the Convention to the world, with CEPA targets 3.2, 6.2, 8.4 and 9.4. at its core. The top level take-away from the home page items should systematically focus on the five defined key messages:

- Wetlands and their services and benefits to humanity
- Wetlands loss and the urgency to tackle loss and degradation
- Best practices and case studies of successful policies for the wise use of wetlands
- Best practices and exchange of experiences of wise use in wetlands
- What can I do to take action on wetlands?

The recent website overhaul has improved the look and feel considerably, but further refinements should be made to:

- Improve data search needs and improve document accessibility
- Migrate the Ramsar Sites Information System into the main Ramsar website
- Allow for more "citizen scientist" input, e.g. for site visitors being able to tag specific Ramsar Sites, and to add photos and other data items related to local history and culture. This will result in a much richer data set based on the experience of Germany, the Netherlands, Norway, Sweden and the UK.

In line with CEPA Goal 9 and its underlying targets 9.1 through 9.4, the current STRP collaboration website should be integrated into the current Ramsar website:

- Add a Tools menu point at the top level, accessing all guidance material content in this order:
 - Ramsar Briefing Notes
 - Ramsar Policy Briefs
 - Ramsar Technical Reports
 - Ramsar Webinars
 - Ramsar Wise Use Handbooks (later to become Wise Use training materials)
 - Ramsar Fact Sheets

Default appearance in each page is a thumbnail list and brief description in order of publication with most recently published at the top; tag all documents thoroughly (title, authors, topics, type) to the website search function

- Add a collaboration function for the sharing/reviewing of RBNs and RTRs, similar to current functionality on STRP sub-website

Google grant funding should prioritize key search terms related to wetlands, supporting CEPA targets 6.2 and 6.4.

Photo database (core funds)

CEPA target 6.3 specifies the creation of photo libraries and other tools. This means creating an internally-accessible photo database with clear delineation of usage rights acquired and credit attributions required, ideally indexed by location, Ramsar Site name (if applicable) and topic.

Contacts database (core funds)

As part of CEPA targets 1.4 and 1.5, create one single master contacts database to facilitate e-mailing lists and the triggering of action on the ground. This should encompass and be filterable for:

- Communications and CEPA contacts
- Wetland Practitioner network
- Parties and other Convention implementers including Ramsar AAs, NFPs, STRP Focal Points, IOPs
- Other key wetland stakeholders

Quarterly SG newsletter (core funds)

A quarterly e-newsletter formatted as a personal update from the Secretary General should specifically target senior level policy-makers, top-level management of IOPs, giving insider impressions on key issues and recent sustainable development related events. This senior level “eye-to-eye” message form is designed to raise the profile of the Convention and help move wetland issues back up the international agenda. It primarily supports CEPA targets 2.3 and 6.1.

Video on wetlands benefits (non-core funds)

Supporting CEPA target 6.3, a dramatic short video (approx. 3 min) should be developed to underline the vital importance of wetlands for humanity, their alarming loss, and what one can do at an individual level. This would be placed on the website and used in social media.

Online support for World Wetlands Day (non-core funds)

In support of CEPA targets 1.6 and 6.1, a sub-website with the www.worldwetlandsday.org address should form the online focus of the World Wetlands Day event in the years 2016-2018. This should include facilities for:

- Entering the photo contest and rating photos in a gallery
- Download of materials for teachers and organizers
- Making a pledge to take action for wetlands

In parallel, a Google doodle for World Wetlands Day would give added visibility to the event. Social media support (twitter, Instagram and Facebook) with the Ramsar hashtags should drive traffic to the WWD website and raise awareness of the photo contest and Ramsar generally.

10c. Social media (core funds)

Social media offer a way of reaching the key target groups on a very personal level, as mandated in CEPA target 6.4. To use social media effectively, the five Ramsar key messages should be packaged in 'sound bites' that are interesting, comment-worthy and likely to be redistributed.

- Facebook: RamsarConventiononWetlands

Maximize likes and sharing why wetlands are vital to humanity.

- Twitter: RamsarConv

Use to underline current events and reaction to specific developments. Use the separate Secretary General twitter account for an insider account of key international conferences and developments.

- Instagram: ramsar_convention_on_wetlands

Use to capture imagery from WWD photo contest and increase public appreciation of wetlands and their services and benefits

10d. Events

World Wetlands Day (non-core funds)

As specified in CEPA targets 1.6 and 6.1, World Wetlands Day is the Convention's key event for public outreach, and the centrepiece of the partnership with Danone-Evian. In line with the Ramsar target group definitions, the focus is on youth aged 15-24, as transmitters to a wider public. WWD activities should aim to:

- Encourage youth to encounter wetlands directly
- Enable educators and organizers to provide arguments about the importance of wetlands and their alarming loss
- Provide a "next step" for youth to take in the form of pledges or other measures

Develop a consistent long-term strategy for the years 2016-18:

- Use the Ramsar brand positioning as the permanent theme over this period: "**using wetlands wisely: the source of sustainable development**". Within this broad theme, define one sub-topic for each year.
- Coordinate this topic of the year and the overall international calendar of awareness days in consultation with other key players in the water, biodiversity and sustainability space, relating to the UN annual themes.

Publications and online and social media support measures for WWD are outlined in the respective sections.

COP 12 and COP13 (non-core funds)

Use COP meetings as an opportunity for generating wider public awareness of wetland issues.

Include the following elements in the planning of each COP:

- Keynote speaker drawn from private sector, ideally with media appeal
- Exhibition
- Roster of side events
- Ramsar Awards ceremony

10e. Partnership activities (non-core funds)

CEPA target 1.5 mandates cultivating relationships with organizations that can help advance the Ramsar agenda. A range of partnership activities are specifically designed to deepen existing relationships and to develop productive new alliances:

Danone- Evian partnership

There is potential to underline a “pure source” messaging across all joint activities to integrate Ramsar’s brand positioning and Evian’s emphasis on purity/balance. Strengthen this cooperation on three main pillars:

- Pre-Curieux Ramsar Site as unique purity credential – make into a “super-site” with coordinated branding and activities in the catchment area
- Ramsar Awards with Youth Award coverage
- World Wetlands Day

Use the Evian model in other water-savings and production facilities around the world, leading to payment for wetland ecosystem services. (e.g. Villavicenzio)

Star Alliance Biosphere Connections partnership

Take advantage of all channels in the existing agreement including editorial and advertising in in-flight magazines, use of a Ramsar video, and promotion of the WWD photo contest.

IUCN partnership

Deepen relationship with Ramsar host organization. Work with them to build on the IUCN World Heritage Outlook study, highlighting stories relating to the Ramsar Sites that share UNESCO designation, and explain how Ramsar actions have helped to move sites from high risk categories to low risk sites and obtain better managed sites.

“Super-league” site category

For sites that have combined Ramsar/IUCN/UNESCO designation, develop a new combined “super-league” designation with its own logo and signage, and align processes for designation and management. Work with countries such as Korea in developing targeted activities to heighten the profile of specific sites.

Global Partnership for Wetlands Restoration

Develop a multilateral alliance of private- and public-sector players to integrate existing efforts and ensure that they target sites with the highest priority. Ensure that good works are added up to assess support of Bonn Challenge target. Promote through website and press engagement.

Cultural Ambassadors programme

Create the role of Cultural Ambassadors for wetlands: enriching the experience and understanding of Ramsar’s Sites of International Importance through artistic expression. Add to the compendium of information about each Ramsar site, with photographs, paintings, sculptures or written words to complement the scientific data.

10f. Press engagement (core funds)

Public relations strategy

Collaboration with media is the heart of CEPA target 6.4. To support this, an overall public relations strategy will be developed; one that seeks to position Ramsar at the centre of water, biodiversity, climate change, livelihoods, disaster risk reduction and well-being issues. This effort will include:

- Positioning the SG, DSG and Regional Advisors as experts in sustainable development relating to water and biodiversity matters; place interviews
- Assembling a list of press contacts at trade titles in water, biodiversity and sustainable development space
- Developing relationships with key global decision-maker titles (e.g. The Economist) and major environmental correspondents worldwide
- Issue press releases on major events and developments

Media packs

Develop information packs with materials designed for distribution to media, in line with CEPA target 6.4.

Staff FAQs

Develop frequently asked questions for staff to ensure there are consistent answers to all common questions in all settings including private/social ones, which supports the engagement with media, as mandated in CEPA target 6.4.

10g. Publications

WWD materials (non-core funds)

In line with the World Wetlands Day-related CEPA targets 1.6 and 6.1, produce a variety of electronic/print materials to support WWD, including:

- Handouts as educational material and mini-posters
- Posters to publicize the day plus local events
- Teacher/organizer guide
- Teacher PowerPoint presentation

Ramsar Fact sheets (core funds)

CEPA target 9.1 specifies the development of a series of Ramsar Fact Sheets (RFS) covering major public questions about wetlands. This follows a 2010 series of 10 two-sided sheets that covered the key ecosystem services of wetlands.

The first four of a new series of Ramsar Fact Sheets were already issued in late 2014, covering some of the most urgent big public questions:

- Why should I care? (basic benefits of wetlands for humanity)
- Wise use basics on site (wise management)
- Worldwide disappearing act (alarming pace of wetland loss)
- What can I do? (actions that one individual can take)

These sheets are the key outreach and awareness-raising tools for targeting a wider public. Further suggested topics are grouped into the following waves:

- Corals
- Peatlands
- Birdlife biodiversity indicators

- Ramsar introduction/benefits of Site designation
- Successful national/regional wetland policies
- What can \$1 million do for wetlands

- Wetland benefits: groundwater/water purification
- Wetland benefits: flood control
- Wetland benefits: coastal protection

- Wetland benefits: recreation/tourism
- Wetland benefits: livelihoods
- Wetland benefits: food supply
- Wetland benefits: biodiversity

- Valuation of wetlands (STRP thematic area G3)
- Balancing urban wetland development (STRP thematic area G4)
- Balancing rural wetland & agricultural development (STRP thematic area G4)
- Wetlands carbon capture/storage (STRP thematic area G5)

PowerPoint versions of all Ramsar Fact Sheets should be produced, possibly by combining multiple topics into one presentation.

Other RFS topics may be added as a result of direct requests and STRP feedback.

Ramsar Briefing Notes (core funds)

CEPA target 9.2 specifies producing Ramsar Briefing Notes (RBN) as pragmatic, working advice documents targeting either policy-makers or wetland practitioners. The recent review of STRP communications includes a suggested format for RBNs, and specifies a new short form of brief for policy-makers.

Currently foreseen in the remainder of the current triennium are:

- RBN: state of world's wetlands
- RBN: invasive species
- RBN: wetlands REDD+ and climate change
- RBN: ecosystem services

For the 2016-18 triennium, the following range of possible products are suggested to start the process of making decisions on the final deliverables, and in light of the reality that these thematic areas are derived from the current STRP DR. For ease of reference, and without any implication that these products would be agreed, the current corresponding STRP thematic areas G1 through G4 are noted in parentheses for each of the possible guidance items :

- Ramsar Policy Brief: surveying/mapping/inventory/monitor wetlands (G1)
- Practitioner RBN: surveying/map/inventorying (G1)
- Practitioner RBN: wetland monitoring (G1)
- Practitioner RBN: developing & implementing site management plans (G2)
- Ramsar Policy Brief: valuation of wetlands goods and services – general (G3)
- 8 Practitioner RBNs on valuation of wetlands goods & services by specific wetland type (G3)
- Ramsar Policy Brief: balancing development – urban wetlands (G4)
- Ramsar Policy Brief: balancing development – rural/agriculture (G4)
- Practitioner RBN: balancing development – urban wetlands (G4)
- Practitioner RBN: balancing development – rural/agriculture (G4)
- Ramsar Policy Brief: promoting wetlands for CCS (G5)
- Practitioner RBN: how-to of wetland CCS (G5)

Ramsar Technical Reports (core funds)

CEPA target 9.2 also specifies producing Ramsar Technical Reports (RTR) to provide in-depth scientific rationale where basic research is not available.

For the remainder of the current triennium, one RTR is foreseen:

- Management of protected areas (freshwater)

For the 2016-18 triennium, two RTRs are currently foreseen, with the corresponding STRP thematic areas noted in parentheses:

- Updated, comprehensive version of RTR3 on wetland valuation (G3)

- How/why of wetlands carbon capture/storage (G5)

Ramsar Wise Use Handbooks (core funds)

CEPA target 9.3 specifies the need for reconfiguring the content of Wise Use Handbooks as training resource materials that more effectively summarize wise use site management and effective policy-making. For instance, the current Wise Use Handbooks are organized by Resolution, rather than being grouped by topic.

The proposal is to create approximately ten training units of 10-15 pages of material each. In total, these could form a manual in easy accessible topic-driven chapters. Each module should also be made available as a Powerpoint presentation.

Ramsar Collection (non-core funds)

Supporting CEPA target 3.4 to promote Ramsar Sites and their benefits, the Ramsar Collection consists of a folder with attractive one-page summaries of each Ramsar Site within a particular region or country. The Ramsar Collection would be used as a model for other regions and countries to convert into their own cultural and regional realities. Each Ramsar Site sheet would include:

- Basic information on the Site itself and the surrounding area
- Animals and plants of particular interest
- How the Site is being managed and used by local communities
- Human interest stories showing how Ramsar improves quality of life for residents

Compiled in a Ramsar Collection folder for a country, this publication would have multiple uses, serving as publicity material for attracting eco-tourism, and as a source of information hand-outs at wetland visitor centres, hotels, and tourist information offices.

'Ramsar Effect' publication (non-core funds)

Also supporting CEPA target 3.4, this proposed web and hard copy publication will highlight a number, say ten, illustrated stories from a region such as Africa, showing why Ramsar is so important and useful to parties, highlighting the:

- Specific role of Ramsar in making positive changes happen
- Best practices of wise management and/or restoration
- Examples of typical development challenges positively resolved
- Integration of stakeholders as key success element

10h. Capacity development

Workshops and webinars are two forms of training and capacity-building that are particularly cost-effective ways of energising the implementation of the Convention to support these objectives. The content is framed according to the defined STRP thematic areas, and also designed to support the Wetland Practitioner Network.

Regional Workshops (non-core funds)

CEPA targets 4.3 and 4.4 mandate the provision of resources for wetland management training, and capacity-building at the Regional level. Corresponding to the STRP thematic areas, four regional workshops around the world are proposed for global coverage. These are thought of as "train-the-trainer" capacity-building events, held in English, with the logistics support and hosting by local partner organizations.

The four workshop topics align with four of the five provisional STRP guidance themes noted in parentheses; again these are suggested topics in line with the current proposed thematic areas and provided as a possible scenario for the Parties:

- Methodologies for surveying /mapping /inventory/monitoring (G1)
- Developing & implementing management plans for wetland sites (G2)
- Valuing wetlands (G3)
- Balancing wetland conservation and development – infrastructure, urbanization and agriculture (G4)

Webinars (core funds)

The other potential high impact medium for training is webinars. These are a cost-effective way to deliver capacity-building style training to a wide audience, supporting CEPA target 4.3. The proposal is to deliver three webinars (one each in English, French and Spanish) for each of the following 6 topics, defined by the possible STRP guidance themes for the 2016-18 triennium noted in parentheses:

- Methodologies for surveying /mapping /inventory/monitoring (G1)
- Developing & implementing management plans for wetland sites (G2)
- Valuing coastal/marine wetlands (G3)
- Valuing inland wetlands (G3)
- Balancing wetland conservation and development – infrastructure and urbanization (G4)
- Balancing wetland conservation and development – rural areas and agriculture (G4)

Wetlands courses (non-core funds)

Seek to have Ramsar experts and materials integrated into training courses given by other institutions such as universities, colleges, distance learning course providers. (e.g. Open University, UNESCO-IHE Institute for Water Education in Delft, UNEP, UNITAR, UNESCO etc.)

Annex A: CEPA Goals and Targets

The overall vision for the CEPA programme is:

People taking action for the conservation and wise use of wetlands.

Nine CEPA goals and 43 underlying targets form the basis for the list of the Secretariat CEPA activities to help mobilize people to take action. These Goals and targets are listed here and are cross-referenced by number in the table of CEPA activities at section III.9 above:

Goal 1

Ensure leadership to support effective implementation of the Programme by providing institutional mechanisms and establishing and supporting relevant networks.

Targets:

- 1.1 Appropriately experienced people to fill the roles of National Government and Non-governmental Organization CEPA Focal Points (see Resolution XII.9 Appendix 2) nominated by Contracting Parties and communicated to the Ramsar Secretariat.
- 1.2 National Ramsar/Wetland Committees established to collaborate with relevant government departments and institutions to mainstream wetlands and their ecosystem services.
- 1.3 National Focal Points (AA, CEPA and STRP) included as members of National Ramsar/Wetland Committees where these exist.
- 1.4 Email networks that connect and support Administrative Authorities, National Focal Points, Site managers and other Ramsar implementers established and supported at global and national levels.
- 1.5 Relationships developed and maintained with those organizations that can support Ramsar objectives through their expertise, their traditional knowledge, their human resources or through funding established and fostered.
- 1.6 Effectiveness of strategies, especially regarding development and distribution of materials on wetland education and management, the success of campaigns under WWD evaluated.

Goal 2

Integrate CEPA processes into all levels of policy development, planning and implementation of the Convention.

Targets:

- 2.1 CEPA expertise involved in the development of guidance by the Convention's bodies including the Scientific and Technical Review Panel (STRP) and Standing Committee (SC).
- 2.2 Wetland communication (CEPA) plans developed at the appropriate level by Parties (national, basin or site) to support Ramsar implementers.
- 2.3 Where appropriate, wetland CEPA integrated into national policy and planning relevant to wetlands.

Goal 3

Provide support for the effective conservation and management of the Ramsar Sites Network by developing and making accessible guidance materials and expertise on wetlands and their ecosystem services.

Targets:

- 3.1 The Strategic Plan 2016-2024 adopted by COP12 disseminated and promoted.
- 3.2 Appropriate guidance materials that support and encourage the wise use of wetlands produced for use at Ramsar Sites and other wetlands and by wetland networks.
- 3.3 Websites, including the Convention's website, to be further developed to be fit for purpose and be a useful platform for the sharing of information and resources, including the sharing of information and experiences among CEPA National Focal Points.
- 3.4 Appropriate Ramsar Sites and other wetlands to be celebrated as "demonstration sites" for the wise use principle, and these sites suitably equipped in terms of capacity, signage, and interpretive materials.
- 3.5 Secretariat requested to share CEPA stories which illustrate how integration of CEPA can improve wetland management.
- 3.6 Collaboration on CEPA with other Conventions, Ramsar's IOPs, other NGOs, UN agencies and others ensured through sharing of CEPA experiences and the encouragement of synergies.

Goal 4

Build the individual and collective capacity of people with a direct responsibility for Ramsar implementation.

Targets:

- 4.1 Site managers supported to build communication, education, participation and awareness into their management plans.
- 4.2 Current needs and capacities of wetland site managers and National Focal Points assessed and the results used to define training and capacity-building priorities at regional and national levels.
- 4.3 Resources provided to produce appropriate wetland management training and capacity building materials and carry out the prioritized training and capacity building as identified in 4.2.
- 4.4 A network of Ramsar Regional Centres working to agreed standards (such as peer reviewed materials) supported to deliver capacity building to site managers, National Focal Points and other relevant stakeholders.
- 4.5 Partnerships with tertiary education institutions and other relevant organisations are developed to support the production and delivery of wetland management training and capacity building materials and programmes.
- 4.6 National strategic plans that strengthen the technical capacity and management of local authorities to incorporate environmental benefits and services of wetlands as strategies for local and regional development promoted.

Goal 5

Develop and support multi-stakeholder wetland governance participatory platforms, at the appropriate levels, to ensure an integrated approach to wetland management.

Targets:

- 5.1 Participation of major stakeholders used by site managers and others as an effective process for selection of Ramsar Sites and management of all wetlands, including at basin level.
- 5.2 Participation in wetland management of stakeholder groups with cultural, spiritual, customary, traditional, historical and socio-economic links to wetlands or those communities who depend on wetlands for their livelihoods is given a high priority.
- 5.3 The use of practices and traditional knowledge systems that embody appropriate wetland cultural management by indigenous peoples and local communities recovered, strengthened and encouraged.
- 5.4 Encourage community participation in wetlands through volunteer programmes which support the delivery of management objectives.
- 5.5 Relationships with the private sector are sought and developed, including non-traditional sectors and those sectors whose activities have a major impact on wise use of wetlands.

Goal 6

Implement programmes, projects and campaigns targeting diverse sectors of society to increase awareness, appreciation and understanding of wetlands and the ecosystem services they provide as a means to address the drivers of wetland loss and degradation and to encourage the designation of new Ramsar Sites.

Targets:

- 6.1 Wide-reaching programmes, projects and campaigns, including World Wetlands Day, undertaken with diverse partners to raise awareness, build community support, and promote stewardship approaches and attitudes towards wetlands, in particular through the use of social media.
- 6.2 Awareness enhanced on the monetary and non-monetary values of wetlands and their ecosystem services to improve understanding of the benefits which wetlands provide.
- 6.3 Photo libraries, promotional videos and other similar tools developed and/or maintained to support awareness raising and appreciation of wetlands and their ecosystem services.
- 6.4 Collaboration with the media, including social media, carried out to promote the conservation and wise use of wetlands and recognition of their ecosystem services to decision-makers, key wetland users and the broad public.

Goal 7

Recognize and support the role of wetland centres and other environmental centres as catalysts and key actors for activities that promote Ramsar objectives.

Targets:

- 7.1 Wetland education/interpretation or visitor centres and similar facilities established in all countries as resources permit.
- 7.2 National CEPA Focal Points communicating directly with wetland education/visitor centres to support their delivery of Ramsar messages.
- 7.3 Wetland education/visitor centres linked nationally and internationally through, global mechanisms and national expertise in CEPA, to share experience and resources, for example through the Wetland Link International (WLI) programme of the Wildfowl & Wetlands Trust, WWT (UK) and other initiatives.
- 7.4 Partnerships established with other education centres that could play a role in promoting wetlands and Ramsar objectives.
- 7.5 A comprehensive database of wetland education centres set up, to be managed through the WLI network. Contracting parties to be encouraged to provide information on wetland centres as part of their national reporting.

Goal 8

Support the development and distribution of education materials that build awareness of the values of wetlands and their ecosystem services for use in formal education settings, at Ramsar Sites and by all Ramsar actors.

Targets:

- 8.1 Wetland education materials that build awareness of the values of wetlands and their ecosystem services developed, promoted and distributed among relevant target audiences.
- 8.2 Tertiary education institutions, especially those with water and wetland programmes, contributed to the production of targeted wetland education materials.
- 8.3 Cultural and traditional wetland knowledge and practices are incorporated into wetland education materials.
- 8.4 Key messages about wetlands and their ecosystem services regularly reviewed through dialogue and feedback with all Ramsar actors.

Goal 9

Ensure that the guidance and information provided by the STRP is developed in close collaboration with the CEPA programme and dissemination is ensured to the identified target audiences through the most effective communications channels.

Targets:

- 9.1 A series of information fact sheets developed based on identified and agreed large scale questions as key awareness raising outreach tools..
- 9.2 The Ramsar Briefing Notes and Ramsar Technical Reports developed and disseminated as pragmatic, working advisory documents targeting policy-makers or wetland practitioners and to ensure consistency and Ramsar branding.

- 9.3 The content of Wise Use Handbooks reconfigured as training resource materials that summarize wise use site management and effective policy-making.
- 9.4 The current STRP website integrated into the Ramsar website.

Annex B: Results of SWOT Analysis

From Secretariat workshop on 15 May 2014

Strengths

Brains

Dedicated, passionate Secretariat staff
Diversity, experience, skill and competence of staff
40 years of experience and knowledge

Extensive network

Broad convention – 168 Parties
Global network presence on the ground
2,181 Ramsar sites and growing

Single issue focus

Key and universal development subject
Water issue of vital importance
Flexible approach fits varied situations

Engagement

Many passionate members
Partners are engaged
Governments are directly involved

Sound organisation

Clear Convention structure
Cross-sectoral and integrative approach
Strong governance structure
Decision-making by consensus
Excellent technical guidelines

Weaknesses

Limited budget and capacity

Strategic plan too broad in scope
Small secretariat with many tasks
Priorities not always clear
Perceived dispersion of efforts

Lack of visibility

Very little public recognition
No clear message

Unclear levels of commitment

Government representatives changing
Lack of engagement from Parties
Convention with “soft” consensus-based enforcement
Lack of data about sites
Just another government Convention
Guidelines often not followed up with implementation

Lack of dynamism

Reporting to governments
Slow to act; not agile or open to change
Missing opportunities to influence
Not reaching out to related sectors
Too many languages leading to misinterpretations

Opportunities

Organization changes

New team, clarified strategy
Clear differentiation/role for Ramsar

Increased visibility

Prioritized target groups, outcomes
Clear messages to trigger outcomes
Engage public via Ramsar sites

Water issues moving up the agenda Potential for MDG/SDG goal

Exploit global trends in env. policy
Exert influence on national policies

Improved implementation

Engage with governments at senior level
Increase effectiveness of NFPs
More teamwork across regions/themes
Strengthen NGO support in countries

Increased partnership activity

Stronger links to other organizations and industry sectors
Attention-grabbing water partnership

Fundraising

Private sector potential (CSR and profit)
Forge strong link to tourism

Threats

Negative global mega-trends

Current loss of wetlands is exceeding capacity to conserve
World population growth and related increasing demand on water
Short term gain seen as more important than long-term sustainability

Lack of wetlands awareness

No widespread knowledge of ecosystem benefits; thus wetlands are not valued

Waning of political will

Indifference of many Parties
Wetlands has slipped down the global priority list
Growing demands on Ramsar without financial and human resources

Other organizations

Crowded biodiversity conservation space

Many organizations with similar aims

Many of those better resourced and perceived as more valuable by clients

Annex C: Potential collaborator overview

Name	Website	Description	Type	Mission	Budget	Funded by	Structure
IUCN	www.iucn.org	International Union for Conservation of Nature is the world's oldest and largest global environmental organization; high content overlap and administrative host organization to Ramsar	IOP: Network of govts, NGOs, and scientific experts	Conserving biodiversity is central to the mission of IUCN; to demonstrate how biodiversity is fundamental to addressing some of the world's greatest challenges such as climate change, sustainable development and food security.	\$ 101 million; of which \$17 million for Secretariat in 2012	Funded by governments, bilateral and multilateral agencies, foundations, member organisations and corporations	1,000 staff in 45 offices and hundreds of partners in public, NGO and private sectors around the world; headquarters in Gland, Switzerland
BirdLife International	www.birdlife.org	World's largest nature conservation Partnership comprised of 120 bird-related NGOs (Audubon Society etc.) with 2.77 million members, and 10.8 million people who supported BirdLife Partners in 2012. Birdlife Partners manage or own 1,553 reserves or protected areas covering 4.3 million ha of natural areas globally. High content overlap; High-powered board inc Queen Noor of Jordan	IOP: Partnership of NGOs	To conserve birds, their habitats and global biodiversity, working with people towards sustainability in the use of natural resources.	\$ 539 million in 2012	Private patrons, GET/UNDP/UNEP, bilateral aid orgs, foundations and developed country Partner members. 3 major business partnerships: CEMEX, Rio Tinto, Heidelberg Cement	6 Regional BirdLife Coordination Offices around the world; headquarters in Cambridge, UK
International Water Management Institute IWMI	www.iwmi.cgiar.org	One of 15 international research centers in the CGIAR - Consultative Group on International Agricultural Research	IOP: Non-profit scientific research org	To improve the management of land and water resources for food, livelihoods and nature.	\$ 47 million in 2012	Supported by the CGIAR: network of 60 governments, private foundations and international orgs; bilateral aid agencies	350 staff and offices in over 10 countries across Asia and Africa; headquarters in Colombo, Sri Lanka
Wetlands International	www.wetlands.org	Wetlands International is the only global non-governmental organisation (NGO) dedicated to wetlands.	IOP: NGO	To sustain and restore wetlands and their resources for people and biodiversity	\$ 12 million in 2012	National governments, international bodies and conventions and other NGOs; hosting agreement with Netherlands	150 staff in 20 regional, national or project offices in all continents and a head office in Ede, the Netherlands
Worldwide Fund for Nature - WWF	wwf.panda.org	WWF has grown up to be one of the largest environmental organizations in the world; Huge support base of 5 million; extremely prominent supporters including HRH Duke of Edinburgh; extensive private sector engagement, totally media savvy	IOP: NGO	To stop the degradation of the planet's natural environment and to build a future in which humans live in harmony with nature by: conserving the world's biological diversity, ensuring that the use of renewable natural resources is sustainable, and promoting the reduction of pollution and wasteful consumption	CHF 170 million in 2012	57% of funding from individuals and bequests, 17% from government sources (such as the World Bank, DFID, USAID) and 11% from corporations	5,000 staff in offices in more than 80 countries around the world

Name	Website	Description	Type	Mission	Budget	Funded by	Structure
UNDP	www.undp.org	Plays a significant co-ordination role for the UN's activities in the field of development. Provides expert advice, training, and grant support. Publishes an annual Human Development Report. High profile global ambassadors: Antonio Banderas, Crown Prince Haakon Magnus of Norway, Nadine Gordimer, Ronaldo, Zinedine Zidane	International organization	Focuses primarily on five developmental challenges: poverty reduction, HIV/AIDS, democratic governance, energy and environment, social development, and crisis prevention and recovery	\$540 million in 2014, increasing to \$600 million by 2017	Voluntary contributions from member nations	6474 staff in 177 countries, headquarters in New York
UNEP	www.unep.org	An agency of the United Nations that coordinates its environmental activities, assisting developing countries in implementing environmentally sound policies and practices	International organization	To provide leadership and encourage partnership in caring for the environment by inspiring, informing, and enabling nations and peoples to improve their quality of life without compromising that of future generations.	\$218 million in 2010	Voluntary contributions from nations; principally Netherlands, Germany, UK, USA, France, Sweden and Belgium	845 staff, six Regional offices, headquarters in Nairobi, Kenya
UN Water	www.unwater.org	The UN inter-agency coordination mechanism for all freshwater and sanitation related matters. Formalized in 2003 by the United Nations High Level Committee on Programmes. It provides the platform to address the cross-cutting nature of water and maximize system-wide coordinated action and coherence.	International organization	To complement and add value to existing programmes and projects by facilitating synergies and joint efforts in the water arena	Est. \$20 mil for the four programs directly under UN Water	UN Water members plus specific programs financed by European bilateral aid agencies	31 Members- UN entities housing major programmes 34 Partners - non-UN organizations with close working ties on water topic; Secretariat hosted by UN DESA in New York
Convention on Biological Diversity (CBD)	www.cbd.int	Biodiversity-related Convention that came out of 1992 Rio Earth Summit	International Convention Biodiversity	The conservation of biological diversity; the sustainable use of the components of biological diversity; the fair and equitable sharing of the benefits arising out of the utilization of genetic resources	\$13.58 million in 2013	Parties	194 Parties; 70 staff in Secretariat in Montreal, Canada
Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)	www.cites.org	International agreement on trade in endangered plant and animal life	International Convention Bioersity	To ensure that international trade in specimens of wild animals and plants does not threaten their survival	\$15 million in 2009	Parties	180 Parties, Secretariat administered by UNEP in Geneva

Name	Website	Description	Type	Mission	Budget	Funded by	Structure
Convention on Migratory Species (CMS)	www.cms.int	Environmental treaty under the aegis of UNEP, the CMS provides a global platform for the conservation and sustainable use of migratory animals and their habitats	International Convention Biodiversity	To bring together the States through which migratory animals pass (Range States), and lay the legal foundation for internationally coordinated conservation measures throughout a migratory range	\$323,000 in 2013, \$518,000 in 2014	Parties	120 Parties plus "Range States" allowing migration areas, offices in Abu Dhabi, Bangkok, Washington DC, with Secretariat hosted by UNEP in Bonn alongside UNFCCC
UN Watercourses Convention (UNWC)	www.unwatercoursesconvention.org	Emerging governing normative framework within which states sharing fresh water can organize their relationships	International Convention Water	To become the global framework for sound management of fresh water resource management and cooperation	no figure published	Parties	35 Parties - Vietnam's ratification brings it into force starting 17 Aug 2014
Convention on the Protection and Use of Transboundary Watercourses and International Lakes (UN ECE)	www.unece.org/env/water	Initially negotiated as a European instrument to protect transboundary waters, the Convention was amended in 2003 to allow accession by all UN members	International Convention Water	To strengthen national measures for the protection and ecologically sound management of transboundary surface waters and groundwaters	no figure published	Parties	39 Parties, (mostly Europeans countries) headquarters in Geneva
UN Framework Convention on Climate Change (UNFCCC)	www.unfccc.int	The major international environmental treaty negotiated at the Rio Earth Summit; global focus for efforts to mitigate and adapt to effects of climate change. Includes Kyoto Protocol	International Convention Climate	To stabilize greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system	\$65 million in 2010	Parties	196 Parties, Secretariat in Bonn, Germany
United Nations Convention to Combat Desertification (UNCCD)	www.unccd.int/en	The sole legally binding international agreement linking environment and development to sustainable land management. The Convention addresses specifically the arid, semi-arid and dry sub-humid areas	International Convention Climate	To improve the living conditions for people in drylands, to maintain and restore land and soil productivity, and to mitigate the effects of drought	\$80 million per year under GEF	Parties	190 Parties, headquarters in Bonn alongside UNFCCC
World Heritage Convention Concerning the Protection of the World Cultural and Natural Heritage	whc.unesco.org	International convention linking together in a single document the concepts of nature conservation and the preservation of cultural properties	International Convention Biodiversity and Heritage	To identify, protect, conserve, present and transmit cultural and natural heritage of outstanding universal value to future generations	\$6.818 million in 2012	Parties; plus income from Heritage Fund publications and items	191 Parties, Convention organisation is incorporated into UNESCO, headquartered in Paris

Name	Website	Description	Type	Mission	Budget	Funded by	Structure
Global Biodiversity Information Facility (GBIF)	www.gbif.org	International open data infrastructure, funded by governments; provides a single point of access (through this portal and its web services) to more than 400 million records, shared freely by hundreds of institutions worldwide, making it the biggest biodiversity database on the Internet	International organization Biodiversity	To enable anyone, anywhere to access data about all types of life on Earth, shared across national boundaries via the internet by encouraging and helping institutions to publish data according to common standards	€3.4million	33 countries, EU, several foundations, University of Copenhagen	Office at University of Copenhagen
Center for Biological Diversity	www.biologicaldiversity.org	Large activist-type biodiversity NGO with origins in southwestern US, outreach internationally; much of their success is in working to get species declared endangered; a top-rated non-profit 2013	NGO Biodiversity	To secure a future for all species, great and small, hovering on the brink of extinction, with a focus on protecting the lands, waters and climate that species need to survive.	no figure published	from 775,000 members	85 staff in offices in southwestern US
Scientific Committee on Problems of the Environment (SCOPE)	www.icsu-scope.org	Interdisciplinary body of natural and social scientists focussed on global and environmental issues; operating at interface between scientific and decision-making instances	International scientific org	To provide scientific analyses of environmental issues caused by or impacting on humans and the environment; review the current scientific understanding; address policy needs and development	no figure published	Membership fees from NGO, scientific and educational organisations	General Assembly meets every three years, office in Paris
Endangered Species International	www.endangeredspeciesinternational.org	Team of local and international scientists and conservation leaders who put together projects targeting the most endangered and neglected species; a top-rated non-profit 2013	NGO Biodiversity	To reverse the trend of human-induced species extinction, saving endangered animals, and preserving wild places	no figure published	individual contributions, 1% for the Planet and Art for Conservation programs, high tech and environmental businesses	15 staff
Fauna & Flora International	www.fauna-flora.org/	UK-based now global conservation charity founded 1903 - patron is HM Queen Elizabeth II, with plenty of prominent ambassadors including Stephen Fry	NGO Biodiversity	To act to conserve threatened species and ecosystems worldwide, choosing solutions that are sustainable, based on sound science and take into account human needs.	£18.3m (\$29.6m) in 2012	individual and corporate contributions; though not specified in any detail	headquarters in London, charitable subsidiaries registered in US (Massachusetts), Australia and Singapore
Durrell Wildlife Conservation Trust	www.durrellwildlife.org	UK-based wildlife conservation NGO with very high-profile supporters such as the Princess Anne, Sir David Attenborough; wildlife park, field programmes and academy come together to deliver a unique approach to tackling today's conservation problems	NGO Biodiversity	To save the most threatened species in the most threatened places around the world.	£7.026 million	Individual and corporate contributions	Charitable Trust with many members - mostly other charities and wildlife-related organizations

Name	Website	Description	Type	Mission	Budget	Funded by	Structure
International Fund for Animal Welfare (IFAW)	www.ifaw.org	Saves individual animals, animal populations and habitats all over the world. Projects in more than 40 countries, providing hands-on assistance to animals in need, whether it's dogs and cats, wildlife and livestock, or rescuing animals in the wake of disasters.	Fund Biodiversity	Our vision is a world where animals are respected and protected. Our mission: IFAW rescues and protects animals around the world.	\$94 million	More than one million individual donors	Headquartered in Yarmouth, Massachusetts; 26 offices around the world.
Ocean Conservancy	www.oceanconservancy.org	Educates and empowers citizens to take action on behalf of the ocean. Leader in the environmental community for 40 years with many legal accomplishments. (e.g. winning a federal mandate for the use of turtle excluder devices (TEDs) on shrimp trawls to creating the International Coastal Cleanup)	Foundation Water	To bring people together to find solutions for our water planet. We educate and empower people to defend not only the ocean and its wildlife, but also the millions who earn their living from the ocean	\$19.3 million	Individual and corporate donations	Based in Washington DC
Save Our Seas Foundation	www.saveourseas.com	Funds and supports research, conservation and education projects worldwide, focusing primarily on charismatic threatened wildlife and their habitats ; in less than 10 years, the Save Our Seas Foundation (SOSF) has grown to become a major player in this sector.	Foundation Water	To fund projects in in the fight to save the world's oceans and the wealth of marine life they contain.	no figure published	Presumably private donations	Registered in Switzerland but seems to be operationally based near Cape Town
Water.org	water.org	Award-winning charity that works with local partner organisations on the ground to dig wells. Matt Damon is an ambassador.	NGO Water	To provide clean water to the 780 million people lack access to an improved water source; approximately one in nine people on the planet	\$9.3 million	Individuals, foundations, corporate employee donations, in-kind contributions	70 staff members based in the U.S.(39), India, and Kenya
The Water Project	thewaterproject.org	Non-profit org focussing on sub-Saharan Africa. Invests in proven partners who are drilling fresh water wells, providing sanitation and hygiene training and constructing other sustainable water projects. Donors see impact of their gifts through photos, short stories and GPS map coordinates of every project.	NGO Water	To bring relief to communities around the world who suffer needlessly from a lack of access to clean water and proper sanitation.	\$1.7 million	Individual and corporate donations	9 staff
Water for People	waterforpeople.org	Water access development non-profit, Creating scalable momentum and solutions in 30 districts across 10 countries: Honduras, Guatemala, Nicaragua, Bolivia, Peru, Ecuador, Malawi, Rwanda, Uganda, and India.	NGO Water	To ensure complete water coverage for every family, every school, and every clinic.	\$8.3 million but running at deficit	Individual contributions, grants, sponsorships	34 staff, mostly based in Denver headquarters

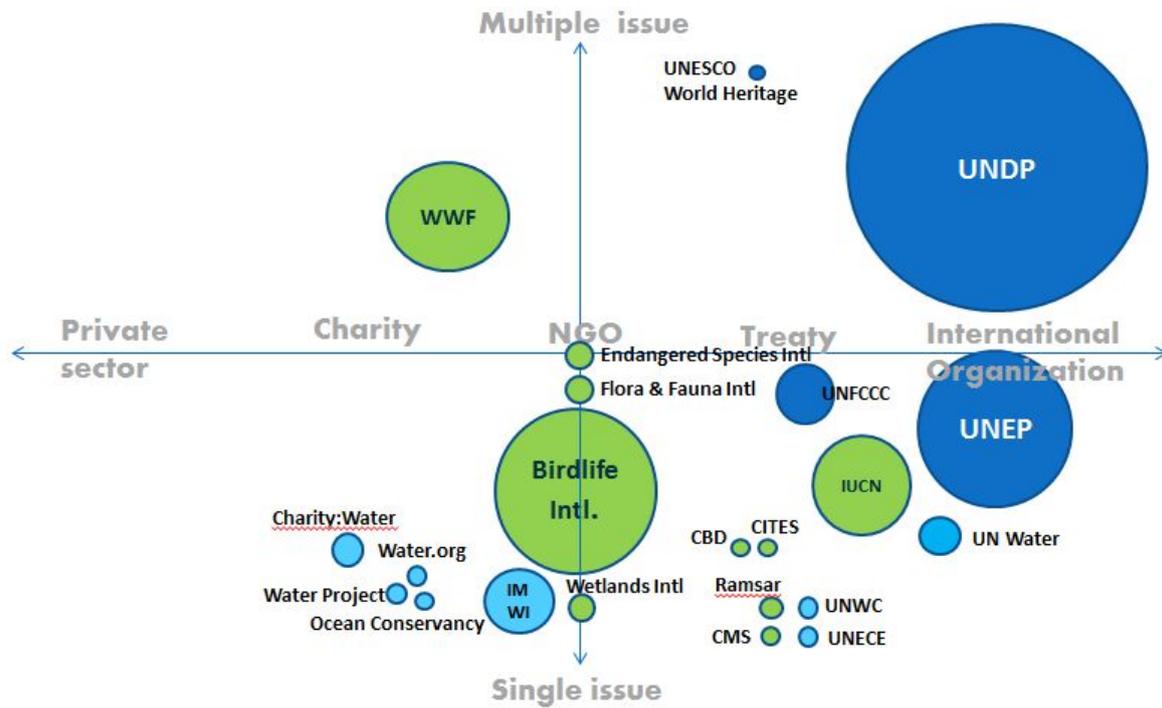
Name	Website	Description	Type	Mission	Budget	Funded by	Structure
WaterisLife	waterislife.com	Works closely with non profit partners, local governments and community organizations to focus on an integrated approach to ensure access to safe water, proper sanitation and hygiene programs. Founder developed a filter straw for kids to drink through. Projects running in Haiti, Ghana and Kenya.	NGO Water	To provide clean water, sanitation and hygiene programs. Saving Lives. Transforming communities.	\$700,000	Individual contributions	2 staff, offices in Oklahoma and Arizona
Charity:Water	www.charitywater.org	Fast-growing water charity focussing on simple things that work: freshwater wells, rainwater catchments and sand filters. 100% of donations go directly to the field to fund water projects. Operating expenses financed through angel investors.	NGO Water	To bring clean and safe drinking water to people in developing nations	\$33 million	Foundations, individuals, corporate sponsorships	67 staff, based in New York
Blood:Water	www.bloodwater.org	Equipping agency that partners with African grassroots organizations to address the HIV/AIDS and water crises - founded by the band Jars of Clay. Focus on Ethiopia, Uganda, Kenya, Zambia, Rwanda	NGO Water	To expand the reach and effectiveness of African civil society organizations and the communities they serve, battling the HIV and water crises.	\$3.5 million	Individual contributions	Office in Nashville, Tennessee, with partnerships with 7 local community orgs
Greenpeace	www.greenpeace.org	The single most visible environmental organization in the world, known for its direct actions. The leading independent campaigning organization that uses peaceful direct action and creative communication to expose global environmental problems.	NGO Environment	To ensure the ability of the Earth to nurture life in all its diversity. Focuses its campaigning on world wide issues such as global warming, deforestation, overfishing, commercial whaling, genetic engineering, and anti-nuclear issues	\$236 million in 2011	Does not accept funding from governments, corporations or political parties, relying on 2.9 million individual supporters and foundations.	28 regional offices operating in 45 countries with an international coordinating body in Amsterdam
International Federation of Red Cross and Red Crescent Societies	www.ifrc.org	Worldwide humanitarian organization providing assistance without discrimination as to nationality, race, religious beliefs, class or political opinions.	NGO - DRR	To inspire, encourage, facilitate and promote at all times all forms of humanitarian activities by National Societies, with a view to preventing and alleviating human suffering, and thereby contributing to the maintenance and promotion of human dignity and peace in the world.	CHF 277 million in 2014	Voluntary donations	Coordinates cooperation amongst 189 National Societies and the work of over 17 million volunteers

Name	Website	Description	Type	Mission	Budget	Funded by	Structure
Department for International Development (DFID) - United Kingdom	https://www.gov.uk/government/organisations/department-for-international-development	Department responsible for majority of the United Kingdom's overseas development assistance. Recently reviewed ICRC's disaster response and readiness.	Bilateral development organisation DRR interest	Leads the British government's fight against world poverty . . . DFID supports long-term programmes to help tackle the underlying causes of poverty. DFID also responds to emergencies, both natural and man-made.	£6.7 billion in 2011	United Kingdom taxpayers	UK ministerial department, supported by 2 agencies and public bodies
UN High Commission for Refugees	www.unhcr.org	The UN agency mandated to lead and coordinate international action to protect refugees and resolve refugee problems worldwide.	International organisation DRR interest	To safeguard the rights and well-being of refugees. It strives to ensure that everyone can seek asylum and find safe refuge in another State, with the option to return home voluntarily, integrate locally or to resettle in a third country.	\$4.3 billion in 2012	8,600 staff working in 126 countries, with headquarters in Geneva. Core work is managed from regional offices, branch offices, sub-offices and field offices.	

Annex D: Potential collaborator mapping

This is a graphical mapping of selected actors in the sustainable development, climate and environmental sectors who are most relevant to Ramsar.

The relative size of the circles indicates their reported or estimated operating budgets. Dark blue circles indicate UN organizations. Light green indicate biodiversity-related organizations and conventions, and light blue indicate water-related organizations and conventions.



Annex E: Consultant Report on Strategic Review of STRP Communications

The following consultant report makes recommendations on how to improve the effectiveness of Ramsar Convention scientific and guidance materials, in line with Resolution XI.16.

Strategic Review of STRP Communications

Final Report - Consultation Draft 19 March 2015

I. Executive Summary

The key recommendation of this report can be summarized in one sentence:

“Guidance” should actually be positioned as a service of the Ramsar Convention to policy-makers and wetland practitioners, rather than viewed as being limited to independent STRP advice to the Convention Bodies and Parties itself.

This conceptual re-positioning mirrors the letter and the spirit of the fourth Strategic Plan, the proposed new modus operandi for STRP, and its five proposed thematic areas for the new triennium.

In practice, the following steps are recommended:

- The separate identity that has gradually evolved for STRP should be subsumed back into the Convention itself, with clear and consistent Ramsar branding across all guidance items.
- The strong STRP expertise should be coupled with
 - A wider vision of what constitutes guidance that transcends the actual STRP-authored materials and foresees a greater responsiveness to “bottom up” requests by the Parties²
 - A clear decision-making and prioritization guidance group for guidance materials that is headed by the Secretary General (SG) and managed by the Deputy Secretary General (DSG) reporting to the Management Working Group of the Standing Committee
 - Revised processes that are more output-focussed, leading to written materials that are useful for policy-makers and wetland practitioners
 - Closer oversight and briefing of authors and editors with attention to the final output form, and on content that emphasizes actionable items
 - Expansion of materials intended for training, capacity development and promotion
 - Professional layout and graphics that underline Ramsar branding and help amplify the message

² Draft Resolution XII.5 on the STRP modus operandi foresees setting up a network of the government officials deeply involved with wetland issues, and also includes wetland practitioners. Such a network is essential to increase the relevance of the Convention and its construction would need to involve Parties, IOPs, UN and other partners, and known wetland professionals. Once this is set up, the potential for more queries to be posted upwards to the Secretariat / STRP exists, and similarly, this wetland network can be questioned as to the issues that need response and a prioritised listing on the products and forms of guidance that are most urgent to produce.

II. Outline of consultant task and approach

Terms of Reference

The consultant was contracted to perform the following according to the Terms of Reference for a Strategic Review of STRP Communications:

1. Conduct a thorough review of all existing STRP communication outputs including
 - all various forms of publications and STRP platform
 - the current procedures for defining topics, drafting and reviewing the content
 - procedures for producing the final outputs
2. Develop recommendations on which output forms will do justice to the complexity of the content, and at the same time
 - effectively reach the defined target audiences
 - support the goals of the Convention
 - ensure consistent branding and messaging behind all Convention-sponsored materials
3. Develop recommended rules for determining/clarifying when items are produced, why, for what audience and supporting which outcome
 - Make specific suggestions on how existing Ramsar Briefing Notes and Ramsar Technical Reports could be better used, adapted or otherwise presented more effectively.

Consultant approach

The consultant approached the task as follows:

- Reviewing in detail the five previous consultant reports undertaken as a result of Resolution XI.16 on how to make guidance more relevant and useful to the Parties
- Reading and digesting all existing STRP-produced guidance materials (Ramsar Technical Reports, Ramsar Briefing Notes, STRP website, webinars, newsletters and the Wise Use Handbooks) noting where existing material is strong, and where it has potential for re-packaging/adaptation for Strategic Plan and STRP work priorities of new triennium
- Conducting in-depth interviews with:
 - Roy Gardner – STRP Chair
 - Chris Prietto – STRP Vice Chair
 - Marcela Bonells – Scientific and Technical Officer
 - Tobias Salathe – Senior Advisor for Europe
 - Maria Rivera – Senior Advisor for the Americas
 - Lew Young – Senior Advisor for Asia-Oceania
 - Paul Ouedraogo – Senior Advisor for Africa (*by e-mail exchange*)
 - Nancy Cespedes (Chile)
 - Malta Qwathekana (South Africa)
 - Ainsley Henry and Jerome Smith (Jamaica)
- Reviewing materials for SC48, particularly new proposed *modus operandi* (Draft Resolution XII.5) and working themes for STRP and final proposed draft of Strategic Plan 4
- Developing recommended approval process/forums for the guidance itself
- Developing decision criteria for deciding which forms of guidance are appropriate in which circumstances
- Working with the STRP Chair to develop a potential budget scenario for the preparation of guidance materials for the 2016-18 triennium to assist the Parties in their deliberations
- Developing summary of recommendations and proposed author guidelines
- Final compilation of report

III. Integration with ongoing processes

All suggestions in this document are designed to integrate with the following developments in mind:

The fourth Ramsar Strategic Plan, covering the period 2016- 2024, is being proposed to Standing Committee 48. This plan seeks to increase the focus of the Ramsar Convention, laying out 18 targets in support of four overall strategic goals:

- Strategic Goal 1: Addressing the Drivers of Wetland Loss and Degradation
- Strategic Goal 2: Effectively Conserving and Managing the Ramsar Site Network
- Strategic Goal 3: Wisely Using All Wetlands
- Operational Goal 4: Enhancing Implementation

At the same time, one possible framework for the delivery of scientific and technical advice and guidance is being suggested as an option to be developed further in response to Parties' feedback. The proposal includes:

- new oversight arrangements for the STRP as suggested in the DR, which would in future be overseen by the Management Working Group of the Standing Committee
- clearly defined target audiences for scientific and technical guidance: policy-makers and wetland practitioners
- a centralized role for the Secretariat in ensuring that all materials from the STRP are developed for the target audiences as effective, digestible materials
- five key STRP thematic areas for the next triennium that are cross-referenced to support the goals in the above-mentioned Strategic Plan:
 - best practice methodologies/tools to monitor Ramsar sites including
 - best practices for developing and implementing management plans for Ramsar Sites and protected areas
 - methodologies for valuation of the goods and services of wetlands
 - balancing wetland conservation and development – infrastructure, urbanization and agriculture
 - climate change and wetlands: methodologies for carbon capture

A detailed review of Ramsar technical guidance was conducted in the course of 2014, authorized at the 46th Standing Committee meeting. The four detailed reports and the fifth summary report that were generated have led to many of the specific recommendations made in this document.

IV. Findings and Recommendations

1. Create a decision-making and prioritization forum

Finding

To date, the process for deciding what guidance materials get produced, covering what topics, and how these are prioritized has been vague. The “to-do list” keeps expanding, with no prospect of things being dropped, resources being identified, items being pushed to completion inside deadlines, or trade-offs being made.

The ultimate driver is the STRP Work Plan derived from COP resolutions. Top-level tasks are outlined, but the actual form for guidance is not specified up front, and the target group has not always been determined. Other ad hoc requests are made by Parties. Experts raise additional topics that are rising on the environmental agenda; many of them then actually volunteer to write materials.

Recommendations

An option that has been considered to make the relations between STRP, Secretariat and the Communications team more efficient, as referenced in DR XII.5 is to establish a new decision body – provisionally titled “Guidance Committee”, led by the SG and managed by the Deputy SG and reporting to the Management Working Group of the Standing Committee, with the following specific mandate:

- Approve the final list of guidance outputs resulting from the STRP Work Plan at the outset of the triennium
- Approve any changes to that list on an ongoing basis - and ensure that adequate resources for the materials on the list are budgeted
- Act as a clearing house and priority setter for ad hoc guidance requests that come from Parties, and to evaluate suggestions for new, emerging topics from experts
- The ownership and ongoing update/revision of the definitive guidance materials list should rest with this group. A preliminary draft list of guidance outputs for the new triennium will be jointly developed with the STRP Chair as part of this report and the budgeting process.
- To ensure a balance of perspectives and output focus, the group’s suggested membership is:
 - SG, Deputy SG, Head of Communications, all SRAs and STRP Chair
- Day-to-day implementation of this group’s decisions would sit with the Deputy SG in consultation with the Head of Communications and the STRP Chair
- Recommend realigning job description and allocating 30% of the time of the Scientific and Technical Officer to Communications duties, with focus on oversight of the actual production of guidance materials

2. Make processes more output-focussed

Finding

The actual process of producing the guidance is currently very much an academic and collegial process including peer review of all materials. Almost all authoring and most peer reviews are done on a voluntary, unpaid basis. Authors receive basic guidelines in terms of formatting. There is a need for greater focus on the final output and the actual form that it takes, as well as for increased communications input earlier in the process.

Recommendations

Deliverables should be defined based on the content of the STRP Work Plan and its thematic areas, *with the final form of the output specified from the start*. An optional first “straw man” of how this guidance list might look post-COP12, subject to further deliberation by the Parties, has been developed and included as Table 3, while Annex III provides a suggested flowchart for the steps in producing the guidance. More specifically:

- A Communications representative should be present for the whole STRP Meeting where the Work Plan is defined, looking in on each of the five thematic working groups, viewing the proceedings with the final outputs in mind.
- Authors and peer reviewers of RBNs and RTRs should receive a nominal fee so that the Convention is in the position of a customer rather than a supplicant, making deadlines easier to hold.

- The peer review stage for Ramsar Briefing Notes (RBNs) and Ramsar Technical Reports (RTRs) should include a parallel review by a Communications person who is working together with authors to achieve a succinct wording for a style of presentation that includes clear, actionable items.
- Authors of RBNs and RTRs should be provided with more specific guidelines (suggested proposal for this is provided as Annex I) that include:
 - Clear delineation of the audience as either policy-makers or wetland practitioners – or in some cases both
 - Mandate for clear, easily translatable language
 - Basic standard outline to follow which mandates:
 - Executive Summary that specifically covers all key points and lists actions to take
 - Action-oriented lists throughout
 - Recent case studies from a variety of settings
 - Advance summaries by chapter for RTRs
 - Page limits by type (provisionally 10 pages/4800 words for RBNs and 40 pages/19,200 words for RTRs with some upward flexibility for the latter)

3. Clarify forms of guidance

General findings

Personal interviews with all SRAs, with several key Party representatives and STRP members and Chair as well as a thorough review of previous consultant reports on guidance all indicate that there is a very real need for more specific, practical guidance on the how-to of Convention implementation; advice that specifically targets policy-makers and wetland practitioners. It is also clear that from a Party perspective, there is a need for greater responsiveness to “bottom up” requests.

Given the immense expertise and brain power at the organization’s disposal, there is a real opportunity to make Ramsar Convention *the* definitive source for guidance on all wetland issues. This means moving away from seeing “guidance” as purely written materials, to a more all-encompassing approach that sees guidance as answering a specific, “bottom up” query that could come from one of the Parties or any other key partner.

In terms of the actual written materials, there is a clear need for the four broad types that exist: a) expert science that lays the groundwork for practical advice - e.g. Ramsar Technical Reports; b) pragmatic, action-oriented guidance for policy-makers and practitioners that is specific and topical - e.g. Ramsar Briefing Notes, including Ramsar Policy Briefs; c) public-oriented materials that assume zero wetlands knowledge, but which serve a wider awareness-raising agenda - e.g. Ramsar Fact Sheets and d) training materials – e.g. Ramsar Wise Use Handbooks. There is currently a clear perceived shortfall in the latter three categories.

General recommendations

- Take a wider, more all-encompassing view of scientific and technical guidance as a service of the Ramsar Convention to its Parties. In parallel, take a wider view of its forms where:
 - The Secretariat and its SRAs act as a clearing house for queries from Parties, IOPS, other key partners, wetland societies and initiatives, Regional Initiatives, etc., drawing on a variety of sources – including the STRP - for possible answers
 - The network of STRP Focal Points acts as a resource for providing for direct advice

- Ramsar experts and guidance materials are integrated more widely into the capacity-building efforts of other organizations and institutions
- The four broad types of Ramsar-produced guidance materials which already exist will be improved by imposing increased focus and discipline on their actual form, delivery date, and their relevance to the end user
- The decision on which form of written guidance to produce should be based on the actual needs:
 - Ramsar Briefing Notes should be issued when there is a specific issue on which policy-makers or wetland practitioners need advice on what to do. As a subset of Ramsar Briefing Notes, Ramsar Policy Briefs should be issued when there is demand for shorter inputs.
 - Ramsar Technical Reports should be issued when there is a clear need for basic scientific information to back up that more practical guidance.
 - Ramsar Training materials such as handbooks or webinars should be issued where there is a wider capacity-building mandate.
 - Ramsar Fact Sheets should be issued when there is a general awareness-raising need.
- Make specific improvements to each of these four guidance forms as outlined in the sections that follow.
- For the coming triennium, place a greater emphasis on Briefing Notes (pragmatic advice for policy-makers and/or practitioners) and on training materials, especially those suited to Site level management.
- All guidance products should be made available in all three languages of the Convention.

Ramsar Technical Reports

Finding

These are the original and most detailed form of STRP guidance. Nine reports have been produced to date, often based on detailed STRP reports prepared as information papers for the COP. These documents are copiously researched and are of high scientific quality, but the complex language of most RTRs makes translation very difficult and reduces their potential audience greatly; only three of the nine RTRs have been translated into Spanish and two into French.

The quality of their Executive Summaries varies widely in terms of how specific the summary is and whether or not it draws conclusions or recommends action. The visual branding varies widely, in part due to co-authoring with other organizations.

RTR 7 (Wetlands Disease Manual) is the by far the longest at 315 text pages, but also a best practice example in terms of summarizing content and providing checklists for policy makers and for wetlands practitioners.

Recommendations

- In the coming triennium, there will likely be only a limited budget for RTRs, as outlined in Table 3.
- Those that are produced should benefit from tighter author guidelines mandating
 - An upper limit on the length of RTRs set at 40 pages/19,200 words
 - An effective Executive Summary that encapsulates all of the key take-away findings and recommendations made in the document; one that can be easily translated

- Clearly readable digestible summaries at the start of each chapter
- Clearly delineated checklist-style recommendations for policy-makers and separate ones for wetland professionals throughout (existing RTR 7 is an excellent example of this)
- Table 1 gives an overview of the current RTRs and where specific content could support priorities for the coming triennium.

Ramsar Briefing Notes

Finding

Ramsar Briefing Notes came into existence in 2012 to provide shorter, more action-oriented overviews of specific topics where Parties had made ad hoc requests for guidance, and where experts saw important emerging trends. The introductory BN emphasised that unlike RTRs, RBNs “do not constitute official Ramsar guidance.”

Unlike RTRs, all Ramsar Briefing Notes to date have followed a consistent layout format, and feature joint STRP and Ramsar branding. Early RBNs were 8 pages; later ones tend to be longer. Three have been translated into French and Spanish. The existing RBNs already feature large quantities of checklist-style content and case studies; much of it relevant to the proposed new Strategic Plan and STRP themes.

On the other hand, top-level briefing material for policy-makers needs to be short, evidence-based and contain policy guidance and specific recommendations. Ramsar Fact Sheets are aimed at a wider public, and hence a new category of Ramsar publications is proposed aimed at an audience of key decision-makers and policy-makers, namely Ramsar Policy Briefs.

Recommendations

- Make Ramsar Briefing Notes the mainstay of policy-maker and wetland technician guidance in the coming triennium. Approximately half of the RBNs foreseen can be adapted from or based on existing materials as noted in Table 3. This applies particularly for RBNs relating to valuation of goods and services from wetlands, to best practices in developing Site management plans, and balancing conservation and development.
- Provide slightly tighter author guidelines that mandate
 - An upper limit on the length of the Ramsar Briefing Notes set at 10 pages/4800 words
 - Key take-away findings and recommendations on the first page
 - Clearly focus on either a policy-maker or wetland practitioner audience
 - Checklist-style recommendations for policy-makers and separate ones for wetland managers throughout
- Table 2 also gives an overview of the 6 RBNs to date and where they contain material that strongly support the new Strategic Plan and STRP working themes.
- Ramsar Policy Briefs, which summarise key STRP technical publications, should be produced, being between 2 pages to 4 pages in length. They should contain sound evidence and technical advice phrased in clear, jargon-free language, as well as policy advice. Their aim is to influence development policy and sectoral policies, with a view to increasing the conservation, restoration and wise use of wetlands using available policy instruments.

Training and Capacity Building materials

Finding

Training materials targeting Site level management are a clearly perceived gap in guidance materials. The apparent intended vehicle for this - Wise Use Handbooks - are well-researched, but are usually written in an official tone. More fundamentally, they mirror the structure and sequence of resolutions, rather than grouping content coherently by topic, and they have considerable overlap in several areas.

The other potential high impact medium for training is webinars. These are a cost-effective way to deliver capacity-building style training to a wide audience. The STRP has produced six webinars in English, French and Spanish about different activities undertaken by Contracting Parties, partners and Ramsar-related bodies. The topics appear to have been determined by who is available and willing to give one, rather than by any needs-based planning, and currently have very low visibility on the STRP sub-website: <http://strp.ramsar.org/strp-publications/strp-webinars>

Recommendations

- Reconfigure the content of Wise Use Handbooks as training resource materials that more effectively summarize wise use site management and effective policy-making.
 - Proposal: approximately ten units of 10-15 pages of material each.
 - In total, could form a manual in easy accessible blocks
 - Create Powerpoint training presentation versions of each unit
- Future webinars should be more systematically defined in terms of topic and included as a regular guidance deliverable in support of the thematic areas for the coming triennium. Proposed webinars are included in Table 3.
- Though not specifically a “guidance material” in the remit of this report, Regional Workshops could serve as a key element in training Ramsar stakeholders at the national level, and are budgeted for in Table 3.
- Provide detailed, prioritised short lists (up to 3 topics per year) of needs for capacity development material that will arise from the network of wetland professionals and Parties. STRP to provide support in order to source appropriate types of product and providers of training such as universities, technological colleges, distance-learning course providers, UNESCO, UNEP, UNITAR, etc.
- Seek to have Ramsar experts and materials integrated into training courses given by other institutions such as universities, colleges, distance learning course providers, UNEP, UNITAR, UNESCO etc. (eg UNESCO-IHE Institute for Water Education in Delft)

Ramsar Fact Sheets

Finding

In 2010, the Ramsar Convention produced a series of 10 Ramsar Fact Sheets covering the key ecosystem services of wetlands. Though some of the technical data in these is now outdated, the general approach is a valid one. In late 2014, the first four of a new RFS series were issued, covering several urgent large-scale questions: the basic benefits of wetlands for humanity, planning wise use at site level, the alarming trend in wetland loss, and actions that one can take.

Recommendation

- Ramsar Fact Sheets are the key outreach element targeting a wider public, and should be continued in order to support Ramsar’s wider wetland awareness-raising agenda. A preliminary suggested topic list that updates the key ecosystem services sheets and which also could support the currently proposed STRP thematic areas for the coming triennium is attached as Annex II.

4. Revise systems to support guidance

Finding

All key audiences are visitors to the Ramsar website, but not necessarily to the STRP sub-site. Guidance materials are not clearly available in one spot on the Ramsar website.

Recommendation

- The current STRP collaboration website should be integrated into the current Ramsar website
 - Add a Tools menu point at the top level, accessing all current content in this order :
 - Ramsar Briefing Notes
 - Ramsar Policy Briefs
 - Ramsar Technical Reports
 - Ramsar Webinars
 - Ramsar Wise Use Handbooks (later to become training materials)
 - Fact Sheets
 - Default appearance in each page is a thumbnail list and brief description in order of publication with most recently published at the top; tag all documents thoroughly (title, authors, topics, type) to the website search function
 - Add a collaboration function for the sharing/reviewing of RBNs and RTRs, similar to current functionality on STRP sub-website
- Create one single master database of all Ramsar AAs, NFPs, STRP Focal Points, IOPs, wetland projects and other stakeholders

5. Develop clear Ramsar branding

Finding

Guidance materials to date have had highly inconsistent branding – not always clearly attributable to Ramsar, and over time, the STRP has evolved its own identity and brand with an apparent “arms-length” relationship to the Ramsar Convention.

Recommendation

- Develop consistent Ramsar Convention visual branding across all items
- All materials should be laid out by a graphic artist in this look.

Table 1: Overview of existing Ramsar Technical Reports

Nr.	Title	Year	Text page	Ref page	Non-English		Materials supporting proposed Strategic Plan and STRP working themes	Comments
					FRA	ESP		
1	Guidelines for the rapid ecological assessment of biodiversity in coastal and marine areas	2006	33	22	yes 2010	yes 2010	Rapid biodiversity assessment methodologies and description of steps in Table 2 pp 18-19	CBD Technical Series 22 - appeared in CBD identity
2	Low-cost GIS software and data for wetland inventory, assessment and monitoring	2006	11	21	no	yes 2007	Good tool for inventory and assessment - but already outdated? Could be useful part of an overall inventory/assessment manual	Started new Ramsar Tech Report look
3	Valuing wetlands: guidance for valuing the wetland ecosystem	2006	28	16	yes 2007	yes 2007	Good examples of valuation throughout (need updating?); summary Table 5 of wetland system benefits pp. 16-17 and indicators for each Table 6 pp. 19-20; monetary valuation methods Table 10 pp. 24-25	CBD Technical Series 27 - but continues Ramsar TR look (inside pages joint with CBD)
4	A Framework for a Wetland Inventory Metadatabase	2010	7	13	no	no		Micro-audience: i.e. Ramsar Secretariat
5	A Framework for assessing the vulnerability of wetlands to climate change	2011	14	3	no	no	Exec Summary; Objectives and methods for vulnerability assessment Table 2 p.8	Also CBD Technical Series 57
6	Healthy wetlands, healthy people: A review of wetlands and human health interactions	2012	90	17	no	no	Exec Summary; Table 2.2. p 23 Ecological character overall description; Summary of health benefits of wetlands pp. 28-30; general wetland use examples throughout	Joint publication with WHO, very detailed exec summary
7	Ramsar Wetland Disease Manual: Guidelines for Assessment, Monitoring and Management of Animal Disease in Wetlands	2012	315	25	no	no	Introductory overview; Chapters 3 & 4 outline the core "to-dos"; particularly Policy-maker box on pp.45-46	Excellent example of TR that is formatted for accessibility and usability ; specific boxes for policy-makers and others for wetland managers
8	Waterbird Flyways Initiatives: Outcomes of the 2011 Global Waterbird Flyways Workshop	2012	77	36	no	no	Ch. 4 Recommendations pp. 57-73 as basis for action guidelines.	Joint report with African Eurasian Waterbird Agreement and East Asian-Australasian Flyway Partnership
9	Determination and implementation of environmental water requirements for estuaries	2012	18	9	no	no	Very high technical detail, but could form basis for a specialized Fact Sheet.	CBD Technical Series 69 but Ramsar TR branding; based largely on US, South Africa and Australian experience in estuary management

Table 2: Overview of existing Ramsar Briefing Notes

Nr.	Title	Year	Text page	Ref page	Non-English		Materials supporting proposed Strategic Plan and STRP working themes	Comments
					FRA	ESP		
1	Introduction to the Briefing Notes Series	2012	4	--	no	no	--	not relevant for re-use
2	Wetlands and water storage: current and future trends and issues	2012	8	4	yes	yes	General description of water cycle	Outlines water cycle, but draws no in-depth wetland-related conclusions
3	Avoiding, mitigating and compensation for loss & degradation of wetlands in national laws/policies	2012	8	4	yes	yes	Policy case examples of avoid-mitigate-compensate approach	Case descriptions quite general; do not get into details of policy mechanisms
4	Benefits of wetland restoration	2012	13	6	yes	yes	Arguments for wetlands restoration, including sectors that could be integrated into wise use planning	Practical list of arguments
5	Evaluating risks to Ramsar Sites from climate-change induced sea level rise	2012	4	12 Tables	no	no	Indicative statistics that show sea level rise effect on Ramsar Sites; supporting argument for use in another publication	Narrative description downplays threat.
6	Towards wise use of urban and peri-urban wetlands	2013	12	3	no	no	List of policy actions in wise use of urban wetlands.	Practical list of policy actions

Table 3: Possible scenario for Guidance Material for 2016-18 triennium

This table outlines one possible scenario of guidance materials for the 2016-18 triennium, related to the current proposed STRP DR, and assuming that STRP thematic priorities were to be agreed. The list may change significantly based on COP input/decisions.

A. Thematic area related guidance			
Methodologies/tools to monitor Ramsar Sites including surveying, mapping and inventory		Climate change and wetlands: methodologies for carbon capture	
RTR		RTR	
	<i>not required</i>		The why and how of carbon capture and storage
Ramsar Policy Brief		Ramsar Policy Brief	
	Policy measures and rationale for wetland monitoring		Policies to promote wetlands as tool carbon capture
Ramsar Briefing Note: Practitioners		Ramsar Briefing Note: Practitioners	
	2 BNs Surveying/mapping/ inventory and monitoring		How-tos of carbon capture
Ramsar Fact Sheets		Ramsar Fact Sheets	
	<i>not required</i>		How wetlands in carbon capture
Training		Training	
	4 Regional workshops		1 webinar in 3 languages
	3 webinars in 3 languages		
Best practices for developing and implementing management plans for protected areas/Ramsar Sites		B. General guidance not related to thematic areas	
RTR		Ramsar Fact Sheets	
	<i>not required</i>		18 Fact Sheets covering wetland services/ad hoc requests
Ramsar Policy Brief		Ramsar Wise Use Handbooks	
	<i>not required</i>		Overhaul of Handbooks into more training-oriented format
Ramsar Briefing Note: Practitioners		Provision of database for guidance	
	Material from Handbook 18 plus life cycle management		Integrate STRP collaboration function on website
Ramsar Fact Sheets			Integrate public-facing Guidance section on website
	<i>Already covered in Fact Sheet 2</i>		
Training			
	4 Regional workshops		
	1 webinar in 3 languages		
Methodologies for valuation of goods and services of wetlands		Estimated unit prices by type of guidance product	
RTR			
	Update, new layout of RTR 3		
Ramsar Policy Brief		Estimate for authoring, editing, translation, layout and small printing qty per item (CHF)	
	Valuation of wetlands (overview all types)		
Ramsar Briefing Notes: Practitioners		Ramsar Technical Report	33.500
	4 notes for marine/coastal wetland types	Ramsar Briefing Note	13.000
	4 notes for inland wetland types	Ramsar Policy Brief	9.000
Ramsar Fact Sheets		Ramsar Fact Sheet	6.000
	Valuation of wetlands (overview all types)	Regional Workshop	25.000 <i>assumes partner support</i>
Training			
	4 Regional workshops		
	2 webinars in 3 languages each		
Balancing wetlands conservation and development: infrastructure, urbanization and agriculture			
RTR			
	<i>(not required)</i>		
Ramsar Policy Brief			
	RPB aimed at urban policy makers		
	RPB aimed at agricultural policy-makers		
Ramsar Briefing Note: Practitioners			
	How-tos of successful urban wetlands		
	How-tos of wetland and agriculture balance		
Ramsar Fact Sheets			
	Urban wetlands		
	Wetlands and agriculture		
Training			
	4 Regional workshops w urban/agricultural break-outs		
	2 webinars in 3 languages each		

Annex E1: Proposed format for guidelines for authors

This proposal builds on existing guidelines for authors but adds further some further specifics and lays out structure for RTRs and Briefing Notes.

Guidelines for Ramsar guidance authors

Introduction

Thank you for consenting to be an author of Ramsar guidance for policy-makers and wetlands practitioners. These guidelines are meant to help you phrase and structure your Briefing Note or Ramsar Technical Report in a way that will help maximize its effectiveness for the reader.

General guidelines

Use simple language

Please keep your language as plain as possible, without “dumbing down” the scientific or technical content itself. For all materials, we seek a text that is as brief and accessible as possible, which can be a real challenge for an author when dealing with complex subject matter. However, your publication will appear in the three languages of the Convention (English, French and Spanish), so it is important that the text is formulated succinctly and is easy to understand. The ultimate acid test for simplicity of thought and phrasing: is the document easy to translate?

Note that your text may be copy-edited for readability before the translation and layout stage.

Keep the target group in mind

The material you are authoring will have a clearly defined target group. Consider their perspective as you structure the document, as you frame arguments and provide case studies and possibilities for action that relate to their situation.

Present things in an action-oriented way

Wherever possible, rather than simply outlining a given situation, please draw conclusions for what a specific finding might mean for the specified audience. This should include:

- Checklists of things to remember and actions to take – if necessary separate ones if your document has two target groups specified
- Recent case studies that are relevant to the target group’s situation; ideally examples that can be transferred to those in a similar situation. Include examples from a geographically diverse range of settings.

Spend time on the Executive Summary

After finishing the document, write a comprehensive Executive Summary (for Briefing Notes this corresponds to the key messages and recommendations section) that includes the document’s key arguments, findings and wherever applicable, suggested actions. This opening summary will be the most important part of your document that is likely to be read and used the most, and could also form the basis for a shorter Fact Sheet. So it is worth spending time and effort to ensure that this section stands out completely on its own. Someone reading it should take away a comprehensive overview of what stands in the following document.

Keep to page limits

The text of a Briefing Note should not exceed 10 pages. A Ramsar Technical Report should not exceed 40 pages; though here there is some flexibility if the topic demands more depth.

Structure clearly - but minimize formatting in Word

The final version of your document will be laid out professionally, so please structure your Word document clearly in terms of hierarchy of the sections and chapters. The graphic artist will seek to reflect that hierarchy and structure in the final visual layout.

Conversely, keep the *formatting* itself as simple as possible, again because the final graphic layout will not look exactly the same as your Word document. Please keep the following in mind in formatting your Word draft:

- Switch off automatic bullets and numbering before starting your document - and if your document already has them, please go through and remove them all
- Single line spacing
- Paragraph formatting: set to 0 (zero) spacing before and after the paragraph
- Use a 'hard' return/enter to separate paragraphs
- Font: there is no specified font, since the final document will be laid out by a graphic artist. However, for peer reviewers or seeking input from others in the drafting stages, keep in mind that a serif font such as Times New Roman or Cambria will make it easier to read large quantities of text. Non-serif fonts such as Arial are extremely tiring to read in large quantities.
- Font size: preferably 11pt body text
- Headings/subheadings: use bold and/or italics and/or numbering to separate heading levels. Do not use the heading formats from the menu, and do not use automatic heading numbering.
- Do not 'wrap' text around figures or tables
- No automatic figure and table captions, and no auto cross-references from the main text to figure and table captions.

Graphs and tables

Rough versions are fine – the Documentation Officer can redraw in Adobe Illustrator if necessary. For graphs, please also provide an Excel spreadsheet with the numbers used to create the original image, so if necessary the chart can be re-created. Ideally, provide the image separate from the caption words to facilitate translation.

For graphics from other published material, a) indicate in Figure caption the source; b) identify who holds the copyright, so Secretariat can request copyright clearance for use.

Please keep tables as simple as possible –this makes them easier to transfer into the publishing software.

Images

Photos that are relevant to your content and/or show the setting are very welcome. Before providing to us, please ensure that the photographer consents to Ramsar using the images in a publication. Photos should be in as high resolution as possible, in jpeg or tiff format. Please provide any information that the photographer requires in terms of credit or a caption.

Standard formatting for references

Please apply the standard style of the following examples. Please provide internet addresses wherever possible, especially for grey literature reports. Also please double check citations in the text against the full reference list before you submit the final draft plain-text version to the

Secretariat. Please double check that each hyperlink to a download site is working at the time you send the final draft plain text to the secretariat.

- ✓ Abd El Samie, S. & Sadek, M. 2001. Groundwater recharge and flow in the Lower Cretaceous Nubian Sandstone aquifer in the Sinai Peninsula, using isotopic techniques and hydrochemistry. *Hydrogeology Journal* 9: 378-389.
- ✓ Acreman, M.C. 2001. Ethical aspects of water and ecosystems. *Water Policy Journal* 3: 257-265.
- ✓ Acreman, M.C. 2003. Case studies of managed flood releases. *World Bank Water Resources and Environmental Management Best Practice Brief No 8*. World Bank, Washington DC.
- ✓ Acreman, M.C., King, J., Hirji, R., Sarunday, W., Mutayoba, W. 2006 Capacity building to undertake environmental flow assessments in Tanzania. *Proceedings of the International Conference on River Basin Management, Morogorro, Tanzania, March 2005*. Sokoine University, Morogoro. Available at:
http://www.iwmi.cgiar.org/Research_Impacts/Research_Themes/BasinWaterManagement/RIPARWIN/Outputs.aspx

Ramsar Briefing Note structure

Please use the following structure as a general guide to prepare your draft document in Word. Once finalized, the text will be laid out in the RBN format. The format involves many boxes and columns.

Please do *not* place your text into text boxes in Word! Instead, as shown below, mark the start and end of boxes with (ALL CAPS) text in parentheses.

TITLE OF THE BRIEFING NOTE:

AUTHORs DETAILS:

PURPOSE OF THE BRIEFING NOTE: (between 50-70 words)

BACKGROUND INFORMATION: (between 70-90 words)

RELATED DOCUMENTS: (list useful articles or references to Ramsar existing guidance)

{INTRO PARA FRONT PAGE} :

{HEADING} KEY MESSAGES AND RECOMMENDATIONS:

{HEADING 1}:

{SUBHEADING 1}:

{SIDEBOX 1 –START: HEADING}- {SIDEBOX 1-END}

{SIDEBOX 2 –START: HEADING}-{SIDEBOX 2-END}

{SIDEBOX N.XX-START}-{SIDEBOX N.XX-END}

{IMAGE 1};{©CREDITS & CAPTION }

{IMAGE 2};{©CREDITS & CAPTION }

{HEADING 2}:

{SUBHEADING 2}:

{HEADING XX}:

{SUBHEADING XX}:

REFERENCES:

ACKNOWLEDGEMENTS:

Ramsar Technical Report structure

Please use the following text indicators and general structure in preparing your draft document in Word. Once finalized, the text will be laid out in the RTR format.

Please do not place your text into text boxes in Word! Instead, as shown below, mark the start and end of boxes with (ALL CAPS) text in parentheses.

TITLE OF THE TECHNICAL REPORT:

AUTHORs DETAILS:

PURPOSE OF THE TECHNICAL REPORT: (between 50-70 words)

BACKGROUND INFORMATION: (between 70-90 words)

{HEADING} EXECUTIVE SUMMARY: 1-5 page summary of all key findings and recommendations from the document

{CHAPTER TITLE}:

{CHAPTER SUMMARY}: an non-technically oriented Executive Summary of all information contained in that chapter

{HEADING 1}:

{SUBHEADING 1}:

{SIDEBOX 1 –START: HEADING}- {SIDEBOX 1-END}

{SIDEBOX 2 –START: HEADING}-{SIDEBOX 2-END}

{SIDEBOX N.XX-START}-{SIDEBOX N.XX-END}

{IMAGE 1};{©CREDITS & CAPTION }

{IMAGE 2};{©CREDITS & CAPTION }

{HEADING 2}:

{SUBHEADING 2}:

{HEADING XX}:

{SUBHEADING XX}:

TABLES:

REFERENCES:

ANNEXES:

ACKNOWLEDGEMENTS:

Include specific checklists aimed at policy-makers and at wetland practitioners.

Ramsar Fact Sheet structure

An RFS is aimed at a non-expert audience. The tone should be more conversational than is the case with RTRs and RBNs, and the limit is two pages with a maximum of 650 words.

Annex E2: Proposed Ramsar Fact Sheet topics:

Corals

Peatlands

Birdlife biodiversity indicators

Ramsar intro/benefits of Site designation

Successful national/regional wetland policies

What can \$1 million do for wetlands?

Wetland benefits: groundwater/water purification

Wetland benefits: flood control

Wetland benefits: coastal protection

Wetland benefits: recreation/tourism

Wetland benefits: livelihoods

Wetland benefits: food supply

Wetland benefits: biodiversity

Valuation of wetlands

Balancing urban wetland development

Balancing rural wetland & agriculture development

Wetlands carbon capture/storage

(Other topics as arise from ad hoc requests from Parties)

Annex E3: Ramsar STRP Guidance flowchart

