

CONVENTION ON WETLANDS (Ramsar, Iran, 1971)

51<sup>st</sup> Meeting of the Standing Committee

Gland, Switzerland, 23-27 November 2015

SC51-INF.DOC.02

## Information documents for the Working Group on IUCN, Standing Committee and Secretary General

### Action requested:

The “Headquarters Working Group” is invited to consider these documents and report back to Standing Committee 51 and successive Standing Committee during this triennium on their progress.

1. At the 12<sup>th</sup> meeting of the Conference of Parties to the Ramsar Convention (COP12), the Parties in Resolution XII.4 requested the Standing Committee to focus on the COP12 decisions on improving existing management instruments between IUCN, the Standing Committee and the Secretary General, to facilitate that the Secretariat effectively serves the Contracting Parties in their activities and implementation through clear, effective and understandable rules and procedures.
2. Such actions are a follow up to a decision of the Management Working Group of the 48<sup>th</sup> Standing Committee (SC48) *“to initiate a process led by the Management Working Group to review agreements, policies, guidelines and other mechanisms that regulate the relations between and the division of responsibilities between the Standing Committee, the Executive Team, the Chair of the Standing Committee, the Secretary General and IUCN, including in relation to managing the Secretariat including staff management”*.
3. SC50 began this process by establishing a Working Group on these issues to report back to SC51 and successive Standing Committees during this triennium on their progress.
4. The following Contracting Parties volunteered to join the group to improve existing management instruments between IUCN, the Standing Committee and the Secretary General: Kenya, Romania, Senegal, Switzerland, the United States of America, and Uruguay.
5. The Secretariat proposes to name this the “Headquarters Working Group” for ease of recognition and separation from the other Working Groups as it refers to the improvement of the situation at Headquarters.
6. The Secretariat has put together some key documents for the use and consideration of the Headquarters Working Group that relate to the development of the relationship between the Ramsar Convention, the Ramsar Bureau, IUCN, the federal government of Switzerland, the Secretariat and the Standing Committee. The principal documents governing those relationships are annexed as:
  - Annex 1 – Transcription of the **“Memorandum of Understanding on Headquarters Facilities between IUCN and the Ramsar Convention”** (7 November 1991)

- Annex 2 – Transcription of the “**Delegation of Authority to the Secretary General of the Convention on Wetlands of International Importance Especially as Waterfowl Habitat (Ramsar)**” (29 January 1993)
- Annex 3 - Transcription of the “**Letter of Agreement on Provision of Services between IUCN and the Ramsar Convention**” (15 May 2009)

## Annex 1

### Transcription of the "Memorandum of Understanding on Headquarters Facilities between IUCN and the Ramsar Convention" (7 November 1991)

#### MEMORANDUM OF UNDERSTANDING ON HEADQUARTERS FACILITIES

between the Director General of IUCN and the  
Chairman of the Standing Committee  
of the Ramsar Convention

#### I. Background

1. Article 8 of the Ramsar Convention provides that IUCN shall perform the continuing bureau duties under the Convention until such time as another organization or government is appointed by a majority of two-thirds of the Contracting Parties.
2. The representative of IUCN at the Conference of plenipotentiaries, which adopted the Convention at Ramsar, Iran in 1971, formally stated that he was authorized to accept on behalf of IUCN the bureau duties specified in the final text of the Convention. This statement was recorded as point No. 17 in the Final Act of the Conference.
3. The 3rd Meeting of the Contracting Parties to the Convention at Regina in 1987 requested IUCN to establish an independent unit to perform bureau duties under the supervision of the Ramsar Standing Committee. This was agreed on behalf of IUCN by the IUCN Director General and later endorsed by the IUCN Council.
4. The Swiss Federal Government, Government of the Canton of Vaud and the Government of the Commune of Gland are providing IUCN with funds and the use of a parcel of land for the construction of a new Headquarters facility. Swiss Government representatives have indicated on several occasions, notably at the 17th Session of the IUCN General Assembly in 1988 in Costa Rica, that the new IUCN Headquarters is being provided for both IUCN and the Ramsar Bureau.
5. Requirements for the Ramsar Bureau in the new Headquarters building have been elaborated by the Secretary General of the Bureau in consultation with IUCN's Director General. These have been endorsed by the Convention's Standing Committee which recommended that a co-operative agreement be prepared to give effect to those arrangements.
6. The following points of agreement have been prepared in pursuance of that recommendation.

8. The Ramsar Bureau will seek to utilize as much as possible the conference facilities in the Headquarters building and to that end, the Secretary General of the Ramsar Bureau shall inform the officer responsible for Headquarters facilities at IUCN of any meeting which the Bureau wishes to organize in the Headquarters building other than in the Ramsar Meeting Room.
9. Ramsar Bureau staff shall use the car parking facilities in the Headquarters building on the same basis as other IUCN staff, and if a charge is levied for the use of these facilities, will incur the same costs.
10. Any change in the requirements of the Ramsar Bureau relating to the use of office space or other facilities in the Headquarters building, and any matter which is not specifically covered by this Memorandum of Understanding shall be the subject of discussions between the Director General of IUCN and the Secretary General of the Ramsar Bureau.
11. IUCN will endeavour to meet any request by Ramsar for additional office space in the building. Such a request shall be considered in the light of IUCN's requirements and will be determined by the IUCN Director General on the basis of an equitable allocation of facilities between IUCN and Ramsar. Any allocation of additional office space for Ramsar shall be made by providing Ramsar with offices contiguous to the original Ramsar area of the building.
12. The Director General of IUCN and the Chairman of the Ramsar Standing Committee may, by common agreement, subject to the approval of the Ramsar Standing Committee, amend this Memorandum of Understanding as a result of such discussions.
13. Any dispute or difficulties that may arise from the implementation of this Memorandum of Understanding shall be resolved by discussions between the Director General of IUCN and the Secretary General of the Ramsar Bureau acting under the authority of the Ramsar Standing Committee.

Enc. Floorplan

For and on behalf of IUCN

Martin W. Holdgate  
Director General

For and on behalf of the Ramsar Convention Standing Committee

John Turner  
Chairman

DN/el/26.9.91  
AGREEM/1017M

## Annex 2

### Transcription of the "Delegation of Authority to the Secretary General of the Convention on Wetlands of International Importance Especially as Waterfowl Habitat" (Ramsar) (29 January 1993)

DELEGATION OF AUTHORITY  
TO THE  
SECRETARY GENERAL  
CONVENTION ON WETLANDS OF INTERNATIONAL IMPORTANCE  
ESPECIALLY AS WATERFOWL HABITAT (RAMSAR)

#### INTRODUCTION

A) Article 8.1 of the Ramsar Convention provides that IUCN shall perform the continuing bureau duties under the Convention until such time as another organization or government is appointed by a majority of two-thirds of all Contracting Parties.

This was accepted by IUCN at the Ramsar plenipotentiary Conference in 1971.

B) In 1987, by decision of the Third Meeting of the Conference of the Contracting Parties to the Convention, the Bureau was established as an integrated unit within IUCN, headed by a Secretary General administratively responsible to the Director General of IUCN who was in turn responsible to the Conference of the Parties for financial and personnel administration. The Conference also established a Standing Committee of the Contracting Parties empowered, inter alia, with supervision of the Bureau's programme, policy, and budget.

This change, whereby IUCN was asked to provide an integrated Bureau rather than perform itself continuous bureau duties, was accepted by IUCN in a letter from the IUCN Director General to the Ramsar Standing Committee in June 1987.

C) In 1990, by decision of the Fourth Meeting of the Conference of the Contracting Parties, the Bureau was transformed into an independent unit co-located with the Headquarters of IUCN. The Secretary General was given sole responsibility for administration of Convention funds and for all administrative matters other than those requiring the exercise of legal personality. For those latter matters, formal responsibility rests with the Director General of IUCN. In addition the mandate of the Standing Committee was expanded to include supervision for personnel issues.

The Director General of IUCN, who participated in the discussion of these changes indicated to the Conference that he concurred with the terms of the decisions.

D) The development of the Convention over the years including increased membership from countries throughout the world, and an expanded conservation programme, has led the Standing Committee to seek increased authority and flexibility for the Secretary General in the implementation of the Convention's programme.

E) In keeping with the decision of the Conference of the Parties and in the desire to assure effective and efficient management of Convention affairs, the Director General of the IUCN makes the following delegations of Authority to the Secretary General:

.../ ...

I) FINANCIAL AND BUDGETARY MATTERS

A) Background

The Resolution on Financial and Budgetary Matters (annex to C.4.13 Rev.) of the Fourth Meeting of the Conference of the Contracting Parties directs the Secretary General to administer Convention funds in accordance with certain terms of reference related to financial administration. The Resolution on Secretariat Matters (annex to C.4.15 Rev.) provides that the Convention budget, as approved by the Conference of the Contracting Parties, shall be administered by the Secretary General, with budgetary disbursement in accordance with the budgetary provisions and instructions given by the Conference or by the Standing Committee. The Resolution on the Standing Committee (annex to C.4.14 Rev.) empowers the Standing Committee to supervise, as a representative of the Conference, the execution of the Bureau's budget. At the request of the Conference, and in agreement with the Standing Committee, the Director General of IUCN has established a separate Ramsar bank account.

B) Delegation

The authority of the Director General of IUCN to receive and expend Convention funds, including payment of Bureau staff salaries and benefits; purchase and rental of supplies, materials, and equipment; authority to enter into contracts; and otherwise provide for the financial administration of the Convention's funds by means of a separate Ramsar account is hereby delegated to the Secretary General. The Secretary General, with the approval of the Standing Committee, may purchase services from IUCN to assist with financial administration.

C) Limitations

1) As the exercise of this authority reflects upon the fiscal and institutional integrity of IUCN, the Director General reserves the right to impose limitations upon the above delegation of authority, subject to the agreement of the Standing Committee, or to request the Standing Committee for a review of Bureau financial practices by the Standing Committee or an outside agency.

2) Nothing in this delegation shall excuse the Secretary General from the requirement to provide for an annual audit of Convention accounts to the Contracting Parties, copies of which shall be provided to the Director General of IUCN.

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## II) PERSONNEL MANAGEMENT

### A) Background

The Resolution on Secretariat Matters (annex to C.4.15 Rev.) of the Fourth Meeting of the Conference of the Contracting Parties indicates that the Bureau of the Convention shall be comprised of the Secretary General, appointed by the Director General of IUCN in consultation with and on the basis of a proposal from the Standing Committee, and other staff members appointed by the Director General of IUCN in consultation with and upon the proposal of the Secretary General. That Resolution also indicates that the IUCN salary scale along with IUCN personnel provisions shall apply to Bureau personnel, subject to the approval of the Standing Committee. The Resolution on the Standing Committee (annex to C.4.14 Rev.) empowers the Standing Committee to supervise, as a representative of the Conference, Bureau personnel matters.

### B) Delegation

The authority of the Director General of IUCN to select, hire or dismiss Bureau staff and assign salary levels, tasks and job descriptions, set performance standards, evaluate performance, and provide for employee awards, all in line with IUCN personnel provisions is hereby delegated to the Secretary General.

All staff positions within the Bureau, except that of the Secretary General, shall be classified by the Secretary General, after consultation with the Director General, in accordance with IUCN classification standards to assure that similar positions in the two bodies are salaried at the same level and that transfers of staff between IUCN and the Bureau are not impeded.

To enhance co-operation, the Secretary General will be invited to designate a staff member to sit in an ex officio capacity on the IUCN Staff Liaison Committee, the Secretary General will participate ex officio in appropriate IUCN Management Committees and all Bureau staff are invited to IUCN staff meetings. Finally the Secretary General, with the approval of the Standing Committee, may purchase services from IUCN to assist with personnel administration.

### C) Limitations

1) This delegation does not apply to the selection or removal of the Secretary General, or to the establishment of a salary grade and scale, tasks and job description, performance evaluation and employee awards for the Secretary General, which shall require agreement with the Standing Committee. Furthermore the Standing Committee may request the IUCN Director General to suspend certain IUCN personnel provisions for Bureau staff in view of Convention finances.

2) As the exercise of this authority reflects upon the institutional integrity of IUCN as well as upon questions of equity for staff under contract with IUCN, the Director General reserves the right to impose limitations upon the above delegation of authority, subject to the agreement of the Standing Committee.

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### III) FACILITY MANAGEMENT

#### A) Background

The Resolution on Secretariat Matters (annex to C.4.15 Rev.) of the Fourth Meeting of the Conference of the Contracting Parties provides that the Convention Bureau shall be co-located with the Headquarters of IUCN, as an independent unit funded from the Convention budget. In 1988 the Swiss Federal Government, Government of the Canton of Vaud, and the Government of the Commune of Gland provided IUCN with funds and the use of a parcel of land for the construction of a new headquarters facility. It was noted by Swiss officials on numerous occasions that the facility was being provided for both IUCN and the Ramsar Bureau.

On 6 November 1991 the Director General of IUCN and the Chairman of the Ramsar Standing Committee signed a Memorandum of Understanding on Headquarters Facilities which provided for allocation of space within the new building for the Ramsar Bureau, appropriate indication on the building and its grounds to reflect the fact that the facility was also the home of the Bureau, and for reimbursement by Ramsar of its fair share of the cost of maintenance, heating, lighting, and ventilation as well as the possibility to contract for other agreed costs and services. Provision was also included for consultations between the Director General of IUCN and the Secretary General of the Ramsar Bureau in the case of any dispute or for any request by Ramsar for additional space in the building.

#### B) Delegation

The authority of the Director General of IUCN for facility management for that space within the IUCN Headquarters Building assigned to the Convention Bureau is hereby delegated to the Secretary General. This authority shall include office arrangements and equipment, and siting of staff members. The Secretary General, with the approval of the Standing Committee, may purchase facility services from IUCN. The Secretary General shall agree with the Director General on matters such as the maintenance, fittings, decoration, use of common space or other issues relating to the Headquarters building where a uniform approach is necessary.

#### C) Limitations

1) The Secretary General is not authorized to waive or abridge those regulations imposed by Swiss law upon the IUCN Headquarters Building for reasons of health, safety, or access to the disabled.

2) As the exercise of this authority reflects upon the institutional reputation of IUCN, the Director General reserves the right to advise the Standing Committee of any space usage viewed as inappropriate or inconsistent with general space usage within the facility and may impose limitations upon the above delegation of authority, subject to the agreement of the Standing Committee. Requests for reduced Bureau space usage or for an expansion of Bureau offices, either within the facility or external to it, shall be the subject of written agreement between the Director General of IUCN and the Standing Committee.

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INTERPRETATION

In the event of differences of interpretation of administrative requirements under the Convention, or under the above-mentioned delegations of authority, such differences shall first be subject to consultation between the Director General and the Secretary General, or if requiring policy attention, in writing between the Director General and the Chairman of the Standing Committee. In the event that they cannot be resolved at these levels, referrals shall be made to the governing bodies of both IUCN and Ramsar.

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Director General, IUCN

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Date

Concurrence

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Chairman, Standing Committee

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Date

IUCNDEL- mw/1017R-A  
28.1.93

**DELEGATION OF AUTHORITY FROM THE DIRECTOR GENERAL, IUCN  
TO THE SECRETARY GENERAL OF THE RAMSAR CONVENTION**

**SUPPLEMENTARY NOTE**

This note records certain points raised in discussion of the formal paper on Delegation of Authority, which seem more appropriately dealt with in a separate memorandum.

Legal and Financial Liability

IUCN, as the legal persona to which the Ramsar Bureau is attached, must inevitably retain ultimate liability for the actions of the Secretary General, in exercising the authority delegated to him.

It is agreed that in his own interests, and in order to minimize any risk to IUCN, the Secretary General will:

- a) ensure that adequate and up-to-date accounts are kept by the Bureau, so as to disclose any excesses of expenditure over income promptly, and before they become difficult to correct. The internal accounting procedures used will be agreed between the Secretary General and the Director of Finance of IUCN, and statements of the financial position of the Bureau will be made to the Standing Committee twice yearly, at mid- and end-year, and copied to the Director General of IUCN;
- b) give early warning to IUCN of the likely termination of any contracts, including contracts of staff employment, which could lead to financial or legal liability;
- c) ensure that potential risks of financial or legal liability are, to the maximum extent practicable, covered by insurance, and that the Director General of IUCN is informed of the nature and extent of such cover. In particular, the Secretary General will ensure that all Bureau staff are insured against claims for alleged professional negligence.

In the event that the Secretary General decides to pay staff salaries other than through IUCN, the arrangements will be discussed with the Director General who will need to be satisfied that they provide adequately for deduction of taxes and other charges, and for payments to a fund that can be drawn upon to compensate staff who become entitled to unemployment benefit.

Personnel Management

The costs of all Ramsar Bureau staff salaries and associated benefits will be provided for in the budget of the Convention. The Ramsar budget will also bear the costs of severance payments, repatriation, unemployment benefit and other costs in respect of Bureau staff whose contracts are terminated on the decision of the Secretary General. Where staff have served both the Bureau and IUCN, severance costs will be divided in accordance with the cost sharing agreement between the Director General and the Chair of the Standing Committee dated 27 February 1992.

It is agreed that IUCN cannot be required to take onto its own direct payroll staff engaged by the Secretary General but no longer required by the Ramsar Bureau, unless IUCN has an appropriate vacancy.

Cooperation and Reporting

The Director General and Secretary General will report annually to the Standing Committee on the cooperation between them. Such reports will be as brief and informal as possible: the aim is to minimise the time devoted by the Standing Committee to such administrative details.

mwh/Ramsar/rev. 29.1.93

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## Annex 3

### Transcription of the “Letter of Agreement on Provision of Services between IUCN and the Ramsar Convention” (15 May 2009)

NB a copy of the 1993 agreement and supplementary note, which are at Annex 2, were attached to the original signed version of this Letter of Agreement.

#### **LETTER OF AGREEMENT ON PROVISION OF SERVICES (referred to hereinafter as the “LoA” or “Services Agreement”)**

Between

IUCN, International Union for Conservation of Nature and Natural Resources (referred to hereinafter as "IUCN"), represented by the Director General of IUCN, (referred to hereinafter as "DG-IUCN"), headquartered at Rue Mauverney, 28, 1196 Gland, Switzerland,

And

The Convention on Wetlands of International Importance (Ramsar, Iran 1971) (referred to hereinafter as "Ramsar Convention" or “Ramsar”), represented by the Chair of the Standing Committee of Ramsar (hereinafter referred to as "Chair-Ramsar"), headquartered at Rue Mauverney 28, 1196 Gland, Switzerland,

Hereinafter also referred to individually and collectively, respectively, as “Party” and "Parties".

#### **PREAMBLE**

**Recalling** that the Ramsar Convention, Art. 8(1) provides that "[t]he International Union for Conservation of Nature and Natural Resources shall perform the continuing duties under this Convention until such time as another organization or government is appointed by a majority of two-thirds of all Contracting Parties".

**Recalling** Resolution X.5 adopted at the 10th Meeting of the Conference of Parties to the Ramsar Convention held in Changwon, Republic of Korea from 28 October to 4 November 2008, which, inter alia:

- CONFIRMED that the Ramsar Convention is an international treaty deposited with the United Nations and that activities mandated by its Conference of Parties for the implementation of the Convention are activities carried out under the legal authority of an international treaty and its Contracting Parties; and
- CALLED UPON the Secretary General of the Ramsar Convention (referred to hereinafter as "SG-Ramsar"), the DG-IUCN, and the government of Switzerland to continue to work together to resolve the challenges identified in SC DOC 37-2 and other related documents, and any other impediments that the Secretariat faces in carrying out its functions;

**Recalling** that to date, services by IUCN to the Ramsar Secretariat for the management of financial and budgetary matters, personnel management and facility management have been provided under the framework of the following documents:

- The Service Agreement between IUCN and the Ramsar Convention dated 4 March 2005,
- The Memorandum of Understanding on Headquarters Facilities between the DG-IUCN and the Chair-Ramsar dated 7 November 1991 and .
- The Delegation of Authority by the DG-IUCN to the SG-Ramsar dated 29 January 1993 and the Supplementary Note thereto also dated 29 January 1993, as each such document was agreed and signed by and between the DG-IUCN and the Chair-Ramsar (and is hereafter referred to respectively, as the “1993 Delegation of Authority” and the “1993 Supplementary Note”.

**Recognizing** that in accordance with relevant Resolutions of the Ramsar Conference of Parties, in particular Resolution C.4.15 of 1990 and the Delegation of Authority, the SG-Ramsar is responsible for the administration of the Convention funds and for all other matters except those requiring the exercise of legal personality, it being understood that the responsibility for the latter rests with the DG-IUCN.

**Taking note** (a) of the letter dated 8 February 2008 by which the SG-Ramsar gave notice to the DG-IUCN of the cancellation of the Service Agreement between IUCN and the Ramsar Convention dated 4 March 2005, and the need to conclude a new service agreement within the framework of the documents mentioned above and other relevant documents; and (b) of the letter of 7 February 2009 signed by the Parties and extending the term of the referenced current Service Agreement up to and including 6 March 2009.

**Taking note** of Ramsar Standing Committee's decision SC37-41 approving "that up to a maximum of 13% of the expenditure in each year's core budget can be spent on service charges for Administration, Human Resources, Information Technology, and Financial Services". Also taking note that the decision SC37-41 is binding on Ramsar only and does not give rise to any contractual obligation for IUCN.

Accordingly, IUCN agrees to provide the Ramsar Secretariat with services in the areas of accounting and finance, information technology, facility and personnel management (hereinafter referred to as "Services") in return for monetary payments, as detailed under Sections A to D of this Services Agreement.

Ramsar Secretariat agrees to adhere to all IUCN policies and procedures relevant to matters within the purview of this Services Agreement as they currently exist. IUCN shall inform and, where appropriate, consult Ramsar when policies and procedures relevant to matters within the purview of this Services Agreement are amended or developed in the future. Ramsar will conform with these amendments and developments provided they are not materially inconsistent with existing Resolutions of the Ramsar Conference of Parties and decisions of the Ramsar Standing Committee. Where an IUCN policy is amended in a manner that is materially inconsistent with existing Resolutions and decisions, the SG-Ramsar is required to report this to IUCN. The SG-Ramsar is responsible for endeavouring to ensure that any decision taken relating to matters within the purview of this Services Agreement by the Standing Committee or Conference of Parties is consistent with IUCN policies and procedures. Where a decision is taken that is materially inconsistent with IUCN policies and procedures the SG-Ramsar is required to report this to IUCN. Ramsar Secretariat and IUCN shall always remain in compliance with applicable Swiss laws and regulations.

## **A. ACCOUNTING AND FINANCE**

### **1. Accounting and Financial Services**

IUCN shall:

- a. Provide and maintain a separate Ramsar general ledger with separate accounting transactions from those of IUCN.
- b. Process all validly supported and coded payment requests prepared by Ramsar subject to liquidity availability.
- c. Process all the necessary Journal entries into the Ramsar general ledger according to applicable policies and procedures.
- d. Ensure that all interest accruing on Ramsar bank accounts is credited to Ramsar.
- e. Prepare the current account reconciliation between the Ramsar general ledger and the IUCN general ledger.
- f. Prepare bank reconciliations on a monthly basis on the Ramsar bank accounts and review them in accordance with applicable policies and procedures.
- g. Provide the SG-Ramsar with Cost Centre and Project reports on a monthly basis.
- h. Issue travel advances, process travel expense claims, and in collaboration with Ramsar, follow up on overdue travel advances in accordance with applicable policies and procedures in effect at any given time.
- i. Maintain a Fixed Assets Register, calculate annual depreciation charges and process the charges through the Ramsar ledger.
- j. File all Ramsar accounting documents and make them available to authorized Ramsar staff as necessary.
- k. Issue corporate credit cards to eligible Ramsar staff in accordance with applicable policies and procedures.

Ramsar shall:

- l. Ensure that its Finance Officer and other related Ramsar Secretariat staff work on implementation of this Services Agreement and maintain and keep open communication with the IUCN Chief Financial Officer and related staff on all matters related to accounting and financial management.
- m. Prepare payment requests and any journal entries in the format provided by IUCN and in accordance with applicable policies and procedures. The required approval and authorization process will be completed before sending them to IUCN for processing. Approvals will only be made by IUCN when requests and entries are properly coded by Ramsar.
- n. Provide all financial and accounting documents (such as bank statements, invoices and deposit slip) to IUCN after their receipt and/or approval.
- o. Code bank notifications for processing by IUCN.

## **2. Budgetary & Financial Planning Tasks**

IUCN shall:

- a. Review annual budgets and monthly income and expenditure statements to ensure the ongoing financial viability of Ramsar.
- b. Prepare a monthly income and expenditure statement of the Core budget, in an agreed format and on a timely basis, and submit this to the SG-Ramsar.

Ramsar shall:

- a. Provide annual budgets to IUCN on a timely basis.

## **3. Treasury and Liquidity Services**

IUCN shall:

- a. Direct its Chief Financial Officer to act as second signatory to Ramsar bank accounts and exercise all due diligence in the operation of said accounts in accordance with actual policies and guidelines.
- b. Provide Ramsar with petty cash services.
- c. Provide Ramsar with bank balances as and when occasionally requested.
- d. Liaise with the designated bank on behalf of Ramsar.
- e. Administer Ramsar bank accounts and provide monthly reports to the Ramsar Finance Officer on the status of the deposits and other cash balances.

## **4. External Audits and Reporting**

IUCN shall:

- a. Prepare the annual financial accounts for Ramsar and make them available to the SG-Ramsar.
- b. Select the external auditors and facilitate the external audit of the Ramsar accounts.
- c. Assist Ramsar in addressing any issues raised by the external auditors.

Ramsar shall:

- d. Pay for the cost of its external annual audit and for any other third party services required on its behalf over and above the service fees specified under this Agreement.

## **5. Financial Oversight and Administration**

IUCN shall:

- a. Perform an internal audit on Ramsar as part of the IUCN Internal Auditor's rotation plan (and in accordance with the IUCN policy on Internal Audit) and in coordination with the external auditors.
- b. Review and provide advice on Ramsar's standard contract forms.

Ramsar shall:

- c. Meet the cost of any internal audits in addition to those in a) above, as may be requested by the Standing Committee.
- d. Give reasonable and sufficient written notice to the IUCN Chief Financial Officer of the early termination of contracts (excluding employment or staff contracts which are addressed under Section D) which might result in financial and/or other legal liability.

## **B. INFORMATION TECHNOLOGY SERVICES**

### IUCN shall:

1. Provide computer services including connectivity (Internet, switches, routers, etc.), email, storage network drives, backup, helpdesk support, licenses for standard software packages, desktop and network security, and antivirus updates.
2. Provide telephone services including billing and equipment support. The actual cost of mobile and telephone calls and associated services will be billed to Ramsar directly.
3. Provide general hardware services including purchasing and configuring laptops, desktops and printers, installing software, and providing helpdesk support. The actual cost of such equipment will be billed to Ramsar directly.

## **C. FACILITIES MANAGEMENT SERVICES**

The Ramsar Secretariat will be hosted at IUCN's Headquarters in Gland, Switzerland, in office premises located in the original building provided by the Swiss authorities. The number and disposition of these offices will be adjusted to the number of Ramsar staff as of the date of this agreement and provision will be made for reasonable future growth of the Ramsar Secretariat.

### IUCN shall:

1. Provide the Ramsar Secretariat with appropriate office space for staff in a prominent identifiable area of the Headquarters building in Gland, Switzerland. Additionally, and at Ramsar's cost, IUCN a) will ensure that a panel or plaque is affixed to the entrance of the building indicating that the building houses the Headquarters of the Ramsar Convention, with similar signage at the entrance of the Ramsar area of the building, and b) will provide a flag-pole for Ramsar alongside that of IUCN.
2. Provide basic office and support services for the Ramsar Secretariat and give access to all the common facilities of the Headquarters building, including meeting rooms and suitable archive space.
3. Make available to Ramsar car parking facilities, conference facilities and other common areas in the Headquarters building in accordance with applicable policies and procedures.
4. Equip the offices made available to the Ramsar Secretariat with office furniture, and telecommunication and computer cabling in line with those of other offices in the Headquarters building. The standard of accommodation shall be no different from that made available to IUCN staff in the same grades.
5. Retain the ownership of all furnishings and fittings, except for those furnishings, fittings, and works of art purchased by Ramsar or donated specifically to Ramsar for the use of the Ramsar Secretariat.
6. Endeavor to meet requests made by the SG-Ramsar for additional office space in the Headquarters building. Such requests shall be considered in light of IUCN's own requirements and will be determined by the DG-IUCN in agreement with the SG-Ramsar on the basis of an equitable allocation of facilities between IUCN and Ramsar.
7. No rent shall be charged to Ramsar for the facilities made available above. However, Ramsar's share of maintenance, heating, lighting, ventilation and other agreed costs and services shall be charged to Ramsar, as outlined in Section E, paragraph 6 below.
8. Provide Ramsar with reasonable written advance notice should IUCN change its planned future use of its Headquarters building in Gland, Switzerland.

### Ramsar shall:

9. Accept the cost associated with any additional office space that may be allocated to Ramsar as provided hereunder, which cost shall be determined as provided in Section E below.

## **D. PERSONNEL SERVICES**

### IUCN shall:

1. Provide human resource services including the preparation, extension, termination and/or amendments of staff contracts, assistance with relocation, termination and departure of staff, work permit administration and the administration of all social charges, insurances (unemployment, accident, and travel), benefits and pension schemes.
2. Provide payroll services including provision of yearly salary certificates, tax certificates, reconciliations and related official employer documentation.
3. Provide staffing budgets, statistics, and human capital indicators on a needs basis.
4. Provide work certificates and other certificates as necessary and as required by local labour laws, access to training and capacity building opportunities offered to IUCN staff, and human resources management and information systems. Additional human resource services, as required by Ramsar, will be made available by IUCN at an additional cost and with previous approval.
5. Invite all Ramsar staff to IUCN staff meetings and official social gatherings.
6. Keep confidential personnel records for all Ramsar staff, former and current, according to Swiss law.
7. Receive applications for new Ramsar positions, collate these and provide hard or electronic copies to Ramsar for short listing and selection of candidates in accordance with IUCN policy and procedure. Applications to be saved by IUCN in electronic format and in accordance with IUCN policy and procedure.
8. Participate in interviews as a member of selection panel, where requested and if possible.
9. Administer selection process for new Secretaries General, in collaboration with the Chair-Ramsar or any other Ramsar Standing Committee Executive.

### Ramsar shall:

10. Ensure that all IUCN Human Resources policies and practices are effectively implemented. Any deviations from the above must be communicated in advance to the Head, Global Human Resources for consideration and approval.
11. Provide the details of each expected Ramsar position to IUCN in advance of and for each Ramsar budget cycle period, with an annual update also to be provided no later than 30 September of every calendar year.
12. Designate a staff member to sit in an *ex officio* capacity on the IUCN Staff Liaison Committee.
13. Provide in its budget the necessary funding required to meet payment obligations for Ramsar Secretariat staff salaries and associated benefits and allowances, as well as for the costs of severance payments, repatriation and all other expenses incurred by IUCN in connection with the termination or expiration of Ramsar Secretariat staff employment contracts. Ramsar will also bear the costs of recruitment for its staff and, where applicable, of expatriate benefits for which Ramsar staff are eligible under IUCN's Guidelines and Procedures for Expatriates in effect at any given time. Where employees have served as staff of both the Ramsar Secretariat and IUCN, severance costs will be shared by and between the Parties based on the prorated portion of time that those staff served each of the Parties.
14. Give reasonable written advance notice corresponding to the notice period (at a minimum), to the Head, IUCN Global Human Resources Management Group, of the early termination of staff employment and consultants' contracts which might result in financial and/or other legal liability.



## **E. SERVICE FEES**

1. In consideration of the Services provided to Ramsar by IUCN as described in Sections A to D above, Ramsar shall pay to IUCN overheads and service fees, in accordance with the payment provisions set forth below. Additionally, Ramsar shall bear all the costs for services not identified specifically in the present Services Agreement, including but not limited to any special staff training it may request, and legal or additional internal audit services that it may request.
2. All Services to be provided to Ramsar by IUCN will be at the same levels at which those Services are provided to IUCN.
3. Six months prior to the start of each Ramsar budgetary cycle (between its Conferences of the Contracting Parties to the Convention - referred to hereinafter as "COP") IUCN will provide estimated costs for the cycle to the Ramsar Secretariat. These shall be discussed between the DG-IUCN, the SG-Ramsar and the Chair-Ramsar with a view to including into the budget proposals for consideration and adoption by the COP. Thereafter, projected annual costs will be communicated by IUCN to the Ramsar Secretariat no later than 31 October of each calendar year, and will be agreed in writing by the Parties no later than 15 December.
4. The Parties have agreed that the total fees payable by Ramsar to IUCN hereunder shall be calculated partly on the basis of the number of Ramsar staff and partly on the basis of the number of square meters of office space occupied by Ramsar. The amount and breakdown of the said total fees shall be calculated in the format illustrated in *Annex I*, which is attached hereto as an integral part of this Agreement and which sets forth the following four separate categories of services (as described in detail in Sections A-D above):
  - a. Accounting and Finance Services;
  - b. Information Technology Services;
  - c. Facility Management Services; and
  - d. Personnel Services.
5. IUCN shall provide a quarterly invoice to Ramsar. The amount of the invoice shall be based on (a) the actual number of staff and number of square meters of office space provided to Ramsar during that quarter and (b) the budgeted cost per specified category of Service agreed between IUCN and Ramsar on an annual basis.
6. Ramsar shall make payment of the invoiced amount to IUCN within thirty (30) days following the date of the invoice.
7. Within three months after the end of the financial year IUCN and Ramsar will together examine actual number of staff and actual costs and agree to adjust charges as necessary for the current financial year.

## **F. ANNUAL REVIEW OF THIS AGREEMENT**

The performance of this Services Agreement shall be reviewed at annual meetings between the Parties to be held no later than 30 April following each year. Background documentation required for these meetings shall be made available at least one month before the meetings. They shall be convened by the IUCN Chief Financial Officer and shall be attended by the DG-IUCN or his/her appointee, the SG-Ramsar or his/her appointee, and/or any other staff selected by the DG-IUCN and/or the SG-Ramsar.

## **G. COOPERATION AND REPORTING**

The DG-IUCN and the SG-Ramsar shall report annually to the Standing Committee on the cooperation between them and on the performance of this Service Agreement.

## **H. WHOLE AGREEMENT, AMENDMENTS**

1. For the avoidance of any doubt, it is understood that the 1993 Delegation of Authority and the 1993 Supplementary Note attached hereto as *Annex 2*, shall for the duration of this Services Agreement form an integral part of it. It is further understood that the termination of this Services Agreement in accordance with the procedure set out in Section K below, shall be without prejudice to the continued legal validity and effect of the Delegation of Authority.

2. Subject to paragraph 1 above, this Services Agreement, including *Annexes 1* and *2* which shall form an integral part thereof, supersedes the previous Service Agreement between IUCN and the Ramsar Secretariat dated 4 March 2005 and any other understanding between the Parties concerning the subject matter of that Agreement including without limitation the Memorandum of Understanding on Headquarters Facilities between the DG-IUCN and the Chair-Ramsar dated 7 November 1991.
3. Subject to paragraph 1 above, this Services Agreement may be amended only by a further written agreement executed by both Parties, represented by the DG-IUCN and the Chair-Ramsar, respectively.

## **I. LIABILITY AND INDEMNIFICATION**

Subject to the terms of this Services Agreement, and consistent with

- a. Article 8 (1) of the Ramsar Convention which states that IUCN shall perform the continuing Bureau (now Secretariat) duties under the Convention until such time as another organisation or government is appointed by a majority of two-thirds of all Contracting Parties, and
- b. The related decisions of the Conferences of Parties, in particular Resolution 4.13 which states that a separate account has been established by the DG-IUCN on behalf of the Bureau (now Secretariat) of the Convention to administer the finances of the Convention and that the SG-Ramsar is responsible for the administration of Convention funds with all expenditure from this account requiring his approval, and
- c. Resolution 4.15 which provides *inter alia*, that the SG-Ramsar shall be responsible to the Conference of the Contracting Parties, and between meetings of the Conference of the Contracting Parties, to the Standing Committee for all matters under the Convention except for those requiring the exercise of legal personality on behalf of the Convention (it being understood that for such latter matters the SG-Ramsar shall be responsible to the DG-IUCN, with whom formal responsibility for such matters rests), and
- d. The consequent 1993 Delegation of Authority and the 1993 Supplementary Note.

It is agreed that, in order to protect the interests of and to minimize any risk to Ramsar and IUCN, the SG-Ramsar shall ensure, with the assistance of IUCN's insurance broker, that there is sufficient insurance coverage to protect against any risk related to any acts and omissions by Ramsar staff. To the extent that such insurance coverage is unavailable or inapplicable, Ramsar, shall indemnify and hold IUCN harmless for and against all damages, claims, losses and expenses (including legal fees) that IUCN may sustain or incur in connection with its performance of this agreement.

It is understood that IUCN's liability to Ramsar shall be limited solely to damages caused by IUCN's negligence or wilful misconduct in the performance of the services herein.

## **J. DISPUTE RESOLUTION**

1. In any instance of dispute, each Party shall notify in writing the other of its concerns and provide the other Party with a full and fair opportunity to respond to the concerns. The Parties, through the instructions and discussions between the DG-IUCN and the SG-Ramsar, will make every effort to resolve the dispute promptly and give each other the opportunity to address the concerns. In the event that the DG-IUCN and the SG-Ramsar cannot resolve the dispute to their mutual satisfaction, either or both the DG-IUCN and the SG-Ramsar will refer the matter to the IUCN Treasurer and the Chair-Ramsar, who jointly will attempt to reach a mutually agreeable resolution.
2. Should the Parties' respective representatives be unable to reach a mutually agreeable resolution as set forth above within a period of thirty (30) days from the date on which the dispute was referred to the IUCN Treasurer and the Chair-Ramsar, either Party may commence arbitration proceedings *under the UNCITRAL Arbitration Rules in effect at the time the dispute arose, and in accordance with the following provisions*:
  - a. The arbitral tribunal shall consist of three (3) arbitrators unless the Parties agree to one (1) arbitrator;
  - b. The place of the arbitration shall be IUCN Headquarters, in Gland, Switzerland;
  - c. The language to be used in the arbitral proceedings shall be English; and
  - d. The arbitral award, which shall include the tribunal's determination on the allocation to the Parties of legal and other arbitration fees, shall be final and binding on the Parties.

**K. EFFECTIVE DATE, TERM AND TERMINATION**

1. This Services Agreement shall enter into force on the 7th day of March 2009 and it shall remain in effect indefinitely and until terminated by either Party, for cause or as otherwise provided hereunder.
2. This Services Agreement may be terminated by either Party upon advance written notice of termination to the other Party of not less than twelve (12) months from the date when notice is posted by registered first class mail.

Signed in Gland, Switzerland this \_\_\_\_\_ day of \_\_\_\_\_ 2009

For and on behalf of  
IUCN, International Union for Conservation of Nature and Natural Resources

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Julia Marton-Lefèvre  
Director General

For and on behalf of  
Ramsar Convention on Wetlands of International Importance

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Kim Chan-woo  
Chair, Standing Committee

## Annex 1: Service Fee Calculation

### Accounting and Financial Services

Accounting and Financial Services fees are based on estimated time spent by IUCN Finance and Oversight staff to perform tasks as described in the Services Agreement under section A.

#### Calculation:

1. For all IUCN HQ Accounting and Finance staff members, estimated annual time spent on Ramsar matters (as a %age of total work) \* *multiplied by* current budgeted annual staff cost for that position *equals* annual Ramsar Accounting and Financial Management fees

### Information Technology Services

Services fees for Information and Technology support as described under section B of the Services Agreement are based on the number of desktops (or laptops) provided to Ramsar. It is considered that each staff has one desktop (or laptop) Hardware is not part of the fee as Ramsar is charged separately.

#### Calculation:

1. For all IUCN HQ IT staff members, estimated annual time spent (as a %age of total work) on Swiss versus Global matters *multiplied by* current budgeted annual staff cost for that position *equals* annual HQ cost per staff member.
2. Number of Ramsar staff *divided by* Total HQ staff *multiplied by* annual HQ cost per staff member *equals* annual Ramsar IT staff Fees.
3. *Plus* an allocation of other agreed costs. Allocation based on the Swiss versus Global estimate and Ramsar staff versus total HQ staff *multiplied by* annual budget costs.

### Facilities Management Services

Facilities Management Services fees as described under section C of the Services Agreement are based on the IUCN Administration budget and the number of square meters occupied by Ramsar. These fees include all costs related to hosting personnel in Gland and to IUCN's Renovation Fund and cafeteria.

#### Calculation:

1. Administration's Unit annual budget *divided by* Total number of square meters *equals* Facility fee per square meter.
2. Number of square meter occupied by Ramsar *multiplied by* Facility fee per square meter *equals* annual Ramsar Facility Fees

### Personnel Services

Personnel Services fees as described under section D of the Services Agreement are based on the IUCN Human Resources Management Group (HRMG) unit budget and the number of Ramsar staff.

**Calculation:**

1. For all IUCN HQ HRMG staff members, estimated annual time spent (as a %age of total work) on Swiss versus Global matters *multiplied by* current budgeted annual staff cost for that position *equals* annual HQ cost per staff member.
2. Number of Ramsar Staff *divided by* Total HQ staff *multiplied by* annual HQ cost per staff member *equals* annual Ramsar Staff Fees.
3. *Plus* an allocation of other agreed costs such as training, payroll and liability insurance. Allocation based on the Swiss versus Global estimates and Ramsar staff versus total HQ staff *multiplied by* annual budget costs.

**Overheads**

Overheads fees (calculated as a percentage of the total service fees) are to cover normal annual costs of overseeing the effective operation of the Services Agreement between IUCN and Ramsar :

- Costs incurred by the Director General's Office
- Costs incurred by the Office of the Legal Adviser;

and Administrative costs not accounted for in the above calculation such as

- Facility management services costs in relation to finance and accounting services or IT and Personnel services.
- Telephone, printing costs under accounting and finance services