

CONVENTION ON WETLANDS (Ramsar, Iran, 1971)
52nd Meeting of the Standing Committee
Gland, Switzerland, 13-17 June 2016

SC52-07

Secretariat Work Plan for the 2016-2018 triennium

Actions requested:

The Standing Committee is invited to take note of and approve the Secretariat Work Plan for the 2016-2018 triennium.

1. The 12th meeting of the Conference of the Parties concluded with 16 Resolutions, containing decisions and specific instructions to the Secretariat.
2. The activities of the Secretariat have been defined for each of the decisions derived from the COP12 Resolutions, and then mapped against the goals and targets of the Ramsar 4th Strategic Plan, to develop the Work Plan for the 2016-2018 triennium.
3. This workplanning was done in a collaborative workshop involving the participation of all staff members of the Ramsar Convention Secretariat, from 21-24 July 2015. The workshop resulted in a detailed spreadsheet of activities and tasks for the triennium, mandated by COP12 Resolutions, and cross-referenced against the targets of SP4. Each activity has an activity leader within the Secretariat, with the detailed tasks being allocated to various Secretariat staff in a collaborative way. Ongoing Secretariat duties are also considered within this spreadsheet. The 2016 workplan for the Secretariat as well as individual 2016 workplans for Secretariat staff members are derived from the spreadsheet.
4. A highly simplified paper was presented to SC51, resulting in a number of comments. Standing Committee Decision SC51-10 instructed the Secretariat to prepare a revised Secretariat Work Plan for the 2016-2018 triennium, taking into account the comments made, for consideration by SC52. This paper is now prepared upon the basis of the detailed workplanning spreadsheet, including more activities and clarifying the COP Resolutions which have mandated the work, under each of the Strategic Plan goals and targets. Hence each target of the Strategic Plan now shows more activities, and the indicators of success are closely aligned to the indicators of the Strategic Plan.

Annex 1

Secretariat Work Plan for the 2016 – 2018 triennium

Goal 1

Addressing the Drivers of Wetland Loss and Degradation

Target	Activities	Indicator	Team Leader(s)	Deadline
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.	1.1 Support Contracting Parties to increase attention in decision-making to the significance of wetlands benefits, through National Wetland Committees collaborating with relevant government departments (Resolution XII.9 target 1.2). Develop best practice examples targeted towards specific sectors.	Number of National Wetland Committees supported. Relevant guidance (e.g. TEEB report, Ramsar Handbooks) and case studies updated and disseminated to CPs and water users. Individual sectors namely water, aquaculture, tourism, agriculture, forestry, mining and land-use planning targeted with specific examples and best practices.	SG/DSG/SRAs	By 2018
	1.2 Implement the <i>Conceptual Framework for the wise use of wetlands</i> (Resolution IX.1 Annex A) the <i>Integrated Framework for the Convention's water-related guidance</i> (Resolution IX.1 Annex C) and Resolution XI.21 <i>Wetlands and sustainable development</i> , as stated in Resolution XII.3 para.50, through resource mobilization for the protection and wise use of wetlands	Contracting Parties, IOPs and other interested stakeholders targeted and joint fundraising proposals developed in all regions, to bilateral and multilateral donors such as GEF and others, private sector entities and philanthropic foundations.	SG/DSG/SRAs	By 2018
	1.3 Broaden and deepen the integration of CEPA processes into national and local planning and policies; and provide the appropriate tools to increase awareness of CEPA's impact, such as email networks (Res.XII.9 target 1.4).	Work with the established CEPA Working Group and the CEPA Oversight Panel to agree roles, responsibilities and working practices. CEPA Action Plan discussed with stakeholders, feedback incorporated. CEPA workshops organized in all regions, including stakeholders from other sectors such as water, aquaculture, tourism, agriculture, forestry, mining and land-use planning.	Head of Comms	By 2018

Target	Activities	Indicator	Team Leader(s)	Deadline
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.	2.1 Dissemination of Ramsar Handbooks, Factsheets, Briefing Notes and other STRP products on water related guidance, river basin management, water allocation and management, managing groundwater as well as other related guidance in IWRM and good practices to CPs and water users to ensure that the wise use provisions of the Convention are applied.	Ramsar guidance on water allocation and management for ecosystems disseminated to all Parties to support decision-making on water resource management, as a contribution to achieving water resources management and water efficiency plans. Networks of water users targeted to assist in dissemination.	SG/Head of Comms/ SRAs	By 2018
	2.2 Increase efforts to integrate wetland management plans into integrated water resources management plans and efficiency plans at basin level, as well as into spatial planning/land-use plans.	Guidelines and projects developed together with river basin commissions to strengthen integration of wetland management plans into their work, with the aim of mobilizing GEF7 funding.	DSG/SRAs	By 2018
	2.3 Increase efforts to communicate on the values of ecosystem services of wetlands in other sectors' strategies, plans and regulations, and integrate them into a basin approach to land-use plans and other relevant local, national and global decisions, as set out in Resolution XII.3 para.55.	Values of ecosystem services of wetlands and the basin approach mainstreamed in other development sectors' strategies and plans. At least one example of changes in sectoral strategies or regulations shown in each targeted sector viz. water, aquaculture, tourism, forestry, mining, agriculture, or land-use planning.	DSG/SRAs	By 2018
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.	3.1 Promote the involvement of the public and private sector in the conservation and wise use of wetlands. Prepare and apply a strategy for working with business sector; identify potential partners in the business sector; prepare due diligence studies and make proposals to Standing Committee.	Benefits of maintaining wetlands and their ecosystem services recognized by relevant actors, especially World Business Council on Sustainable Development (WBCSD). Private sector actors in water, aquaculture, tourism, forestry, mining, and agriculture will be targeted.	Head of Partnerships/ SRAs	By 2018
	3.2 Build on existing Partnerships both with the private sector and other key Partners, to provide increased mutual beneficial outreach and increase the visibility of the Convention (Resolution XII.3).	Number of MoUs signed with new Partners and networks.	Head of Partnerships/ SRAs	By 2018

Target	Activities	Indicator	Team Leader(s)	Deadline
	3.3 In line with Resolution X.12, work with Contracting Parties and Ramsar partners to make good use of the <i>Principles for partnerships between the Ramsar Convention and the business sector</i> , including within the frameworks of existing national, regional, and global initiatives and commitments.	Increased private sector engagement in the wise use of wetlands and applying the concepts and approaches for conservation and wise use of wetlands contained in Ramsar guidance (Ramsar Handbooks) and other relevant guidelines in their activities and investments affecting wetlands.	SG/DSG/SRAS/ Head of Comms/ Head of Partnerships	By 2018
	3.4 Continue existing Partnership between Ramsar and Danone and “Biosphere Connections” partnership with Star Alliance.	MOU 2017-2021 negotiated with Danone and Annual Danone work plan and budget approved; work plan and budget fully implemented.	SG/Head of Comms	By 2018
		Ramsar experts supported to attend RAMs and meetings on wetlands with increased Star Alliance help. Contributions to the Biosphere Connections e-newsletter ensured, including travel reports and general Ramsar news.	DSG/SRAS/ Head of Comms	By 2018
Target 4: Invasive alien species (IAS) 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.	4.1 Encourage Contracting Parties to develop national policies or guidelines, and a national inventory of invasive alien species that currently and/or potentially impact the ecological character of wetlands, especially Ramsar Sites (Resolution VIII.18 <i>National Report formats</i>) through disseminating global guidance.	Number of countries supported for national IAS policies, number of countries supported for national inventories of IAS.	DSG/ SRAs	By 2018

Goal 2

Effectively Conserving and Managing the Ramsar Site Network

Target	Activities	Indicator	Team Leader(s)	Deadline
Target 5: The ecological character of Ramsar Sites is maintained or restored, through effective planning and integrated management.	5.1 Promote the use of the R-METT (Management Effectiveness Tracking Tool) in line with Resolution XII.15, as well as the <i>Integrated Framework for wetland inventory, assessment and monitoring</i> in Resolution IX.1, Annex E.	Number of countries using R-METT to assess the management effectiveness of their Ramsar Sites in their National Report to COP13.	DSG/SRAs	By 2018
	5.2 Assist and encourage Parties in their actions in response to change or likely change in the ecological character of Ramsar Sites, eg. with direct advice on the application of the wise use principles, or, proposing to Parties to add the Site(s) to the Montreux Record or to invite a Ramsar Advisory Mission (RAM) (Resolution XII.6.18).	Funds raised for RAMs. Number of RAMs carried out. Number of Sites deleted from the Montreux Record.	DSG/SRAs	Daily basis
	5.3 Use tools and information provided by technical partners in assessing changes to the ecological character of Ramsar Sites (Resolution XII.6 para.22).	List of available tools compiled and made available to CPs.	DSG/SRAs	Dec. 2016
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.	6.1 Ensure the maintenance and operation of the Ramsar Sites Information Service (RSIS); the RSIS delivers a range of tools and support to Contracting Parties to aid their identification of gaps and priorities for further Ramsar Site designation.	Effective and efficient services to Parties dealing with Ramsar Sites designation and updates; improved worldwide communication on Ramsar Sites. Better understanding of the conservation status of Ramsar Sites and integration of Ramsar Sites into worldwide networks of Protected Areas.	RSIS Core Team	Daily basis
	6.2 Support countries to fulfil, as a matter of urgency, the terms of Resolution VI.13 and submit updated information of Ramsar Sites at least every six years using the online format of the Ramsar Information Sheet (RIS), also for designating new Sites and extending existing Sites.	RSIS training videos produced. Number of updated Sites in the RSIS.	DSG/SRAs	Daily basis

Target	Activities	Indicator	Team Leader(s)	Deadline
	6.3 Manage and process Ramsar Sites' new designations and updates, ensure complete RSIS data and maps (Resolution XII.6 para.12). Encourage wetland inventories and new Ramsar Site designation.	All RIS duly completed and updated; information on all Ramsar Sites summarized and made available; letters and certificates delivered. Increase in area of wetlands designated as Ramsar Sites. Increase in number of Ramsar Sites.	DSG/SRAs	Daily basis
	6.4 Encourage all CPs to designate as a new Ramsar Site at least one peatland area that is suitable for awareness raising about the wise use of peatlands and their services (Resolution XI.11 para.22).	Number of new peatlands designated as Ramsar Sites	DSG/IT	By 2018
Target 7: Sites that are at risk of change of ecological character have threats addressed.	7.1 Advise Parties on Article 3.2, Montreux Record and Ramsar Advisory Mission (RAM) issues; follow up on regular basis with Parties with all cases of potential and actual risk and work towards resolution of problems.	Number of open Article 3.2 cases resolved. Number of Sites removed from the Montreux Record.	DSG/SRAs	3 months before each SC

Goal 3

Wisely Using All Wetlands

Target	Activities	Indicator	Team Leader(s)	Deadline
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.	8.1 Build an online library of national wetland inventories, also including peatlands (Resolution XII.11 para.24). Develop a global wetland observation system, through partnerships, to be covered by voluntary contributions, to increase accessibility of data and information on wetlands. Build up global knowledge on state and extent of wetlands under SOWWS and other means, in order to support monitoring of SDG and Aichi targets.	An easily accessible web-based meta-database in place, managed by the Secretariat, populated with information on all national wetland inventories, and linked to national and other international relevant databases. Global wetland distribution and status data and information available through web-portal mechanisms, derived from satellites and other sources.	SG/DSG/Head of Comms	By 2018 and updated by 2024

Target	Activities	Indicator	Team Leader(s)	Deadline
	8.2 Convey request to IPBES for a thematic assessment on wetlands and their condition, to build into the regional and global assessments of biodiversity and ecosystem services. Support STRP involvement in IPBES (Resolutions XII.2 para.24; XII.3 para.48).	Request drafted and submitted. STRP contributes to IPBES assessment, assessment completed.		By 2018
Target 9: The wise use of wetlands is strengthened through integrated resource management at the appropriate scale, <i>inter alia</i> , within a river basin or along a coastal zone.	9.1 Support Contracting Parties in promoting wise use, integrated water resources management, and integration of wetlands in other sectoral policies, plans or strategies.	Toolkit prepared with revised Ramsar handbooks on water related guidance, river basin management, water allocation and management, groundwater, wise use of wetlands (Resolution IX. 1 Annex A and C, Resolution XI.21), IWRM and good practices (<i>ibidem</i> target 2).	DSG/SRAs	By 2018
	9.2 Support STRP to develop guidelines for National action plans on environmental water flow requirements(Resolution XII.12 para.24).	Additional funds raised for publication. Guidelines on environmental flow prepared. List of countries that implement environmental flow legislation developed.	DSG/STRP Chair	By 2018
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.	10.1 Support Ramsar Culture Network to encourage active and informed participation of indigenous peoples and local communities in the conservation and wise use of wetlands (Resolution XII.2 para.19).	Ramsar guidelines prepared and disseminated, RCN supported to establish and strengthen local communities' and indigenous peoples' participation in the management of wetlands. Relevant case studies published and disseminated.	SRAs/STRP/RCN	2016/2017
	10.2 Compile data on the relationship of indigenous peoples and local communities with wetlands (Resolution XII.2 para.20).	Additional support for Ramsar Culture Network raised, to develop the database and compile the evidence.	DSG/SRAs	By 2018

Target	Activities	Indicator	Team Leader(s)	Deadline
Target 11: Wetland functions, services and benefits are widely demonstrated, documented and disseminated.	11.1 Develop voluntary Wetland City Accreditation system which demonstrates the functions, services and benefits of urban and peri-urban wetlands. Support Parties to propose cities in their territory to be Wetland Cities (Resolution XII.10 paras.11 and 12)	Wetland City Accreditation form developed, assessment committee established, timeline developed.	DSG/SRAs	By Dec 2016
		Number of cities supported for accreditation as Wetland Cities.	Head Comms/ DSG/SRAs	By 2018
	11.2 Make available wetland education courses as on-line courses through the Ramsar website as well as supporting the capacity building work of the RRCs.	Number of online education courses, MOOCs and capacity building materials available through the Ramsar website.	Head of Comms/ DSG/SRAs	By 2018
	11.3 Hold workshops and webinars: to deliver capacity-building training to a wide audience in a cost effective way.	Number of workshops and webinars held.	Head of Comms/ DSG/SRAs	By 2018
	11.4 Produce a quarterly newsletter highlighting the work of the Convention to a broad audience, to raise awareness and provide wise use tools and training.	Number of newsletters published.	Head of Comms/ DSG/SRAs	2016/ 2017/ 2018
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.	12.1 Emphasise the importance of conserving, restoring and wise use of wetlands for disaster risk reduction (Resolution XII.13 para.22) and ecosystem based adaptation (EcoDRR and EbA), working together with STRP and IOPs.	Joint reports developed with other organizations, including through PEDRR; case studies and methods on EcoDRR and EbA disseminated to Contracting Parties.	DSG/SRAs	By 2016
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.	13.1 Contribute on wetland issues towards the implementation and monitoring of Sustainable Development goals and targets, across all sectors, and especially as related to water (Goal 6) and biodiversity (Goal 15) (Resolution XII.3 para.52)	Ramsar Convention tasked with monitoring the wetland targets within the SDGs (Targets 6.6 and 15.1). Number of Parties supported to implement SDGs through conservation and wise use of wetlands.	DSG/SRAs	
	13.2 Prepare a report on opportunities for the Convention to strengthen its contribution to the post-2015 development agenda and the SDGs, as related to wetlands. Estimate the costs of options for working with relevant partners, for strengthening Parties' access to data and monitoring tools related to the SDGs (Resolution XII.3 paras.41 and 53).	Report on Ramsar's contribution towards the SDGs prepared for COP13. Number of Parties supported through earth observation projects. Costs of access to data and monitoring tools estimated.	DSG/SRAs	

Goal 4

Enhancing Implementation

Target	Activities	Indicator	Team Leader (s)	Deadline
<p>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.</p>	<p>14.1 Support STRP to develop workplan for the triennium in full coherence with SP4. Continue to support STRP as detailed in Annex 1 (Resolution XII.5 paras. 20 and 22). Integrate STRP website into the Ramsar website (Resolution XII.9 target 9.4).</p>	<p>STRP supported in preparation and implementation of its work plan and thematic areas. STRP workplan approved by SC52. STRP website integrated into main Ramsar website.</p>	<p>DSG/SG/ STRP Chair/ STRP Officer/SRAs</p>	<p>By June 2016.</p>
	<p>14.2 Organize and hold STRP meetings during the triennium.</p>	<p>STRP20 held in 2017. STRP21 held in 2018.</p>	<p>DSG/SG/ STRP Chair/ STRP Officer/ SRAs</p>	<p>By 2018</p>
	<p>14.3 Develop the new version of <i>The State of the World's Wetlands and their Services to People</i> and explore modalities for its subsequent improvement and updating as a periodic flagship report of the Convention (Resolution XII.5 para.25).</p>	<p>SOWWS writing workshop held September 2016 (during INTECOL). First draft developed. Modalities for including information from National Reports as well as earth observation projects (GlobWetland Africa, Global Mangrove Watch, SWOS) explored.</p>	<p>DSG/STRP Chair/Head of Partnerships</p>	<p>By end 2016</p>
	<p>14.4 Subject to the availability of resources, finalize the production of the current version of <i>The State of the World's Wetlands and their Services to People</i> thereby also contributing to the <i>Global Biodiversity Outlook</i> of the Convention on Biological Diversity, and report on progress in this matter to the 13th meeting of the Conference of the Contracting Parties (Resolution XII.5 para.25).</p>	<p>Funding raised to support publication (CHF 137,000). <i>The State of the World's Wetlands and their Services to People</i> document finalized and widely disseminated.</p>	<p>DSG/STRP Chair/Head of Partnerships</p>	<p>By end 2018</p>
	<p>14.5 Mobilize additional resources for implementation of technical guidance and advice, and including for supporting Contracting Parties' implementation of recommendations for conservation and wise use of Ramsar wetlands.</p>	<p>Additional financial resources of at least CHF 200,000 made available; STRP work plan implemented.</p>	<p>DSG/STRP Chair/Head of Partnerships</p>	<p>By 2018</p>

Target	Activities	Indicator	Team Leader (s)	Deadline
	14.6 Work with the STRP, IOPs and other stakeholders, to compile guidelines and best practices in peatland inventories, designating peatlands as Ramsar sites, peatland restoration techniques, and implementing the <i>Guidelines for Global Action on Peatlands</i> (Resolution XII.11 para.24)	Online best practice manuals developed on for peatland sites in each eco-region. Parties supported to designate at least one peatland as a Ramsar Site.	DSG/SRAs	By 2018
	14.7 Contents of the Handbooks reconfigured as training resource materials to support wise use of wetlands (Resolution XII.9 target 9.3).	Handbooks republished and then each handbook reconfigured online as a training module.	DSG/SRAs /Head of Comms	By 2018
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.	15.1 Support existing regional arrangements under the Convention and promote additional arrangements with new regional initiatives (Resolution XII.8). Continue to assess RRIs annually based upon reports on their progress and operations, and specifically on their success in fulfilling the Operational Guidelines, seeking support from the CEPA Oversight Panel as required. Prepare a summary of annual assessments 2016-2018 (Resolution XII.8 paras.12 and 24).	Ramsar Regional Initiatives support priority activities, including annual collaborative workshop together with the Ramsar Secretariat, and submit their annual reports to Secretariat. Annual progress assessment reports submitted. Triennial summary assessment provided in 2018. Funding support managed by Secretariat.	DSG/SRAs	2016/2017/2018
	15.2 Publicize at global level regional initiatives as an operational means to provide support for the implementation of the objectives of the Ramsar Convention. Publish information provided by RRIs on the Convention's website (Resolution XII.8 paras.18 and 20).	RRIs' websites upgraded and linked with the Ramsar website. RRI activities and achievements published and made more visible on the Ramsar website.	DSG/SRAs/Head of Comms	2016/2017/2018
	15.3 Undertake a review of the Operational Guidelines for RRIs (Resolution XII.8 para.9).	Review undertaken. Operational Guidelines 2016-2024 finalized	DSG/SRAs	By end 2016
	15.4 Identify, for possible inclusion among regional initiatives, transboundary river/groundwater basin organizations (Resolution XII.8 para.23).	River Basin Commissions approached to inform them about Ramsar and encourage registration as a Ramsar Regional Initiative. Links maintained with UNECE (Helsinki Convention) and UN Watercourses Convention.	DSG/SRAs	By 2018

Target	Activities	Indicator	Team Leader (s)	Deadline
Target 16: Wetlands conservation and wise use are mainstreamed through communication, capacity development, education, participation and awareness.	16.1 Preparation, production, dissemination and follow up of WWD materials for the triennium. Wide-reaching programmes and campaigns undertaken with diverse partners to raise awareness, in particular through the use of social media (Resolution XII.9 target 6.1)	Final WWD materials produced and provided to users and use and extent measured. Social media participation measured. WWD events take place globally with support as necessary by Secretariat staff.	SG/Head of Comms/SRAs	2016/2017/2018
	16.2 Assist in strengthening the capacity of the CEPA Focal Points through the provision of training, toolkits, and templates, and developing the Ramsar website further to be fit for purpose and a useful platform for the sharing of information and resources (Resolution XII.9 target 3.3)	Networks of CEPA Focal Points established in each region, working together with the RRI. Web-based materials such as training modules and MOOCs provided.	DSG/ Head of Comms	2016/2017/2018
	16.3 Encourage those Contracting Parties with established, or proposed, wetland education centres or similar facilities to provide information on those centres as key places of learning and training about wetlands; set up a comprehensive database of wetland education centres (Resolution XII.9 target 7.5).	Database of wetland education centres developed in conjunction with WLI.	DSG/ Head of Comms/SRAs	By 2018
	16.4 Develop libraries of photos, videos and other similar tools to support awareness-raising (Resolution XII.9.6.4).	Ramsar website provides clear and simple access to photos and videos relating to wetlands.		
	16.5 Develop partnerships with tertiary education institutions to support and deliver training and capacity building materials and programmes, and the production of targeted wetland education materials. (Resolution XII.9 targets 4.5 and 8.2)	Number of tertiary education institutions working together with Ramsar Secretariat and developing shared materials.	DSG/SRAs/ Head of Comms	By 2018
	16.6 Develop a global online network of cities which have obtained the Wetland City accreditation of the Ramsar Convention. (Resolution XII.10.16) Develop a web-based system for accepting city nominations, and supporting the work of the Wetland City International Advisory Committee (IAC).	Web development, branding and associated publicity for Ramsar Wetland Cities set up in advance, to be implemented immediately during COP13 as soon as the cities have been accredited. Ongoing work of the IAC supported, through a web-based system.	DSG/SRA Africa/SRAs/ Head of Comms	By 2018

Target	Activities	Indicator	Team Leader (s)	Deadline
	16.7 Strengthen the capacity of the CEPA Focal Points through the provision of training, toolkits, and templates for CEPA action planning, and provide technical support for CEPA National Focal Points through the establishment of a network for their knowledge sharing (Resolution XII.9 para.17).	CEPA mailing list updated, CEPA section within Ramsar website developed, CEPA training guides and toolkits developed.	DSG/SRAs/ Head of Comms	By 2018
	16.8 Improve the current Ramsar website to serve the purpose of the different targeted audience, and report on the progress of website improvement to the SC and to COP13 (Resolution XII.9 paras.26 and 27) eg. highlighting and disseminating STRP guidance; involving the RRI; showcasing best practice by the CPs.	Ramsar website revised and improved, and user satisfaction survey completed prior to COP13.	SG/DSG/Head of Comms/ STRP	By 2018
	16.9 Support CEPA expertise to be involved in guidance developed by STRP or SC; share CEPA stories illustrating how integration of CEPA can improve wetland management (Resolution XII.9 targets 2.1 and 3.5.)	Number of CEPA focal points involved in developing STRP guidance and other materials.	DSG/Head of Comms/SRAs	By 2018
Target 17: Financial and other resources for effectively implementing the 4th Ramsar Strategic Plan 2016 – 2024 from all sources are made available.	17.1 Contact CPs with outstanding contributions in excess of 3 years and work with them to identify appropriate options for making contributions (Resolution XII.1 para.18)	Number of Parties with outstanding contributions reduced by 30%.	SG/Finance Officer	By 2018
	17.2 Evaluate and follow up processes of Wetlands for the Future (WFF) , Swiss Grants for Africa (SGA) and the Nagao Foundation.	On time technical and administrative follow up of funded projects. Successful on the ground implementation of the funded project contributing to the implementation of the Convention in Latin America and the Caribbean, in Africa and in Asia.	SRAs for Americas, Africa and Asia	Daily basis
	17.2 Manage the Convention budget in a timely and efficient manner; ensure that COP13 delegate sponsoring is a priority for fundraising over the triennium (Resolution XII.1.12).	Efficient financial management undertaken. All financial reports satisfactory and approved by SC52 and SC53. Key donors identified and contacted to cover all COP13 delegates' costs.	SG/Finance Officer	By SC52, SC53, SC54 and COP13

Target	Activities	Indicator	Team Leader (s)	Deadline
	17.3 Develop new approaches and tools including signature initiatives, as appropriate, to secure voluntary financial support for priority projects (Resolution XII.1 para.20).	Funding for non-core priority projects raised (target of CHF 4.2 million as in Resolution XII.1, Annex 3).	SG/Head of Partnerships	By 2018
	17.4 Liaise with the Secretariats of UNFCCC and ISDR and establish strategic partnerships to ensure collaboration and access to global trust funds (Resolution XII.13 para.35).	Number of linkages to GEF, Green Climate Fund, IKI and other key funds established and collaborative partnerships developed together with CPs to access funds. Number of projects supported.	SG/Head of Partnerships	By 2018
	17.5 Implement Resolution XI.6 on Partnerships and synergies with Multilateral Environmental Agreements and other institutions, UNCCD, CBD, etc (in line with Resolutions XII.3.42 and XII.7.21).	Plan prepared for increasing Ramsar's cooperation with other MEAs.	SG/DSG/SRAs/ Head of Partnerships	Report to SC53
	17.6 Continue to build up relationship with UNESCO'S Conventions on natural heritage to drive comparable practices, standards and management of globally important sites, and support work on sites where multiple designations exist.	CMS/AEWA and UNESCO-World Heritage joint work plans followed up.	SG/DSG/SRAs/ Head of Partnerships	Report to SC52 and SC53
Target 18: International cooperation is strengthened at all levels.	18.1 Consult CBD and other Biodiversity-related Conventions on their experiences of hosting high-level ministerial segments, and explore other means to increase the visibility of the Convention (Resolution XII.3 paras.33 and 35).	Experiences of hosting ministerial segments reported to SC53. Ramsar's achievements and future actions recognized and supported by all Biodiversity-related Conventions.	SG/DSG	Report to SC53
	18.2 Align, where possible, the Strategic Plan indicators with the Sustainable Development Goals, as well as the Aichi targets and the work of IPBES. Develop the scope and modality of a review of SP4 to be approved at COP13, coordinated with CBD and undertaken before 2020 (Resolution XII.2 para.26).	Sustainable Development Goals and targets relating to wetlands monitored and reported. Scope and modality for a review of SP4 prepared in time for COP13.	SG/DSG/SRAs/ STRP	By COP13.
	18.3 Prepare a strategy for the potential phased integration of Arabic or other UN languages into the work of the Ramsar Convention (Resolution XII.3 para.26), subject to the availability of resources.	Strategy developed, outlining the potential phased integration of Arabic or other UN languages into the work of the Ramsar Convention.	SG/SRA Asia	Report to SC52, SC53 and COP13

Target	Activities	Indicator	Team Leader (s)	Deadline
	18.4 Work with the Biodiversity Liaison Group to enhance coherence and cooperation and to continue efforts to improve efficiency and reduce unnecessary overlap and duplication at all relevant levels among the biodiversity-related conventions. Facilitate selection of representatives and participate in synergies workshop led by CBD in February 2016 (Resolutions XII.3 paras.44 and 46).	BLG meetings attended, coherence and cooperation enhanced, unnecessary overlap and duplication reduced. CBD workshop attended by CPs and Secretariat staff.	SG/DSG	By end 2016
	18.5 Work with UNEP on the implementation of the MOU and report progress of the activities concerned (Resolution XII.3 para.45).	MOU with UNEP implemented, joint actions reported.	SG/DSG/Head of Partnership	2016/2017/2018
	18.6 Implement the Joint Work Plan with UNCBD to promote awareness of, and capacity-building for, ecosystem-based solutions for water management as a contribution to sustainable development, in line with CBD Decision XI/23. Contribute to implementation of the Aichi targets (Resolution XII.3 paras.47 and 51).	Joint Work Plan actions implemented, side event about the Ramsar Convention organized at the next CBD COP. National Report template modified to reflect Aichi targets.	SG/DSG/Head of Partnerships	By SC52, SC53 and COP13
	18.7 Build strategic partnerships with United Nations Convention to Combat Desertification (UNCCD) and other mechanisms on disaster risk reduction, to establish appropriate platforms for cooperation aiming at providing scientific and technical support as well as easing the access to financial resources for affected countries (Resolution XII.13 para.26).	UNCCD link established to help provide technical guidance as well as access to financial resources. PEDRR link established. Inter-agency flood and drought management programmes (APFM and IDMP) based at WMO) links established.	SG/DSG/SRAs/Head of Partnerships	By 2018
	18.8 Strengthen collaboration with IUCN, World Heritage, UNDP, UNESCO, UNECE and other RECs, the World Bank, WHO, WMO, FAO, GEF and others (Resolution XII.3 para.43).	MOUs, reviewed and updated where they exist, new MOUs developed where necessary.	SG/DSG/Head of Partnerships/SRAs	By 2018

Target	Activities	Indicator	Team Leader (s)	Deadline
	18.9 Assist the Mediterranean Contracting Parties in the framework of the MedWet Initiative, to produce or update as a matter of high priority a complete, science-based inventory of their island wetlands, based on appropriate methodologies, and to share it with neighbouring countries, for example, through a MedWet database (Resolution XII.14 para.16).	Development of a MedWet database and information-sharing on island wetlands supported by Secretariat and STRP and shared with other regions through the work of Ramsar Regional Initiatives and other bodies.	DSG/SRAs Europe/Africa and Asia/ Head of Partnerships	By 2018
	18.10 Assess needs and capacities of wetland site managers in order to define capacity-building priorities at regional and national levels. Assess needs and capacities of National Focal Points in order to define capacity-building priorities at regional and national levels (Resolution XII.9 target 4.2).	List of wetland site managers updated. All Ramsar site managers contacted with a survey to assess capacity-building needs. List of National Focal Points updated. All National Focal Points contacted with a survey to assess capacity-building needs. Report produced on results of the two surveys and the resulting priorities for capacity-building. Ramsar Regional Centres supported to deliver required capacity-building.	SG/DSG/STRP Chair /Head of Comms	By 2018
Target 19: Capacity building for implementation of the Convention and the 4th Ramsar Strategic Plan 2016 – 2024 is enhanced.	19.1 Communicate ongoing Ramsar information to reach stakeholders. Build up an online library of official and non-official government translated Ramsar documents to be publicly accessible (Resolution XII.3 para.30).	Online library of official and non-official government translated and peer-reviewed Ramsar documents made accessible on the Ramsar website, given that Parties provide such documents to the Secretariat.	SG/DSG/Head of Comms/ SRAs	By 2018
	19.2 Support the Contracting Parties in their efforts to apply management effectiveness tools, through capacity building (Resolution XII.15 para.21).	Capacity built on the application of the R-METT tool, by developing workshops together with partners including IUCN, UNEP etc. Number of workshops held. Training materials developed.	DSG/SRAs/Head of Comms	By 2018
	19.3 Develop the COP13 National Report Template to provide a more user-friendly, online instrument that reflects the goals and targets of SP4 (Resolution XII.2.17).	New National Report Template prepared with inputs from key stakeholders and CPs.	SG/DSG/SRAs	By SC52

Target	Activities	Indicator	Team Leader (s)	Deadline
	19.4 Organize and hold Standing Committees 52, 53, 54.	All documents prepared, translated and posted on the web site 3 months in advance. Document review process by Parties implemented. All logistics for sponsored delegates well organized. Outputs of SC52, 53 and 54 disseminated and follow-up actions taken.	SG/all staff	3 months before SC meetings
Target 20. Other Secretariat activities Other ongoing Secretariat activities not covered under any of the above targets of the Strategic Plan 2016-2024	20.1 Organize and hold COP13 in an efficient and timely manner, including regional pre-COP meetings.	Successful regional preparatory meetings for COP13 held in all Ramsar Regions.	SRAs/DSG/Head of Partnerships	Oct 2017
		MOU with host country UAE followed up and implemented. Draft resolutions prepared. Costs of draft resolutions estimated and presented to SC54. All documents prepared, translated and posted on the web site 3 months in advance of the COP. All logistics for sponsored delegates well organized. Proceedings of the COP finalized and posted on the web. COP13 held in an efficient and timely manner.	SG/DSG/SRAs/IT officer/Documentation Officer/Comms team	3 months before the COP
		Receive, review, enter in the national reports database, make public and analyse all National Reports to COP13 received on time.	DSG/SRAs/IT	2017
		National Reports for COP13 posted online. Synthesis prepared for implementation reports to COP13. Contacts database updated with changes in National Focal Points.	DSG/IT	2017
	20.2 Periodic briefings of missions in Geneva on activities taking place between Standing Committee meetings.	Missions in Geneva fully aware of the Convention's work and importance of wetlands in their countries.	SG/DSG/SRAs	Once a year

Target	Activities	Indicator	Team Leader (s)	Deadline
	20.3 Undertake general administration of the Secretariat and Convention.	Secretariat provides responsive, timely and effective service to Parties and other stakeholders.	SG/all staff	daily basis
	20.4 With the Management Working Group (MWG), keep under review the existing management structures of the Secretariat and Convention and discuss relevant issues as appropriate.			daily basis