Doc. SC54-12

Work plan of the Secretariat for 2018 and proposed format for 2019-2021

Actions requested:

The Standing Committee is invited to:

a. Take note of and approve the Secretariat Integrated 2018 Annual Plan as part of the Triennial Plan for 2016-2018 approved by SC53-07 (Annex 1). It reflects comments received in SC53 and integrates the CEPA Action Plan; and

b. Provide feedback and endorse the proposed structure and format of the Secretariat Integrated Triennial Plan for 2019-2021 (Annex 2), which draws on lessons learned from the development and use of the current Triennial Plan.

1. The Standing Committee in Decisions SC52-12 and SC52-13 instructed the Secretariat to review the 2016 Annual Work Plan, revise the Triennium Work Plan and prepare the 2017 Annual Work Plan. The Secretariat proposed to merge the two plans into a single framework to avoid duplication, improve accessibility and show implementation of each activity throughout the triennium. The overall structure of the initial plan, mirroring that of the 4th Strategic Plan (SP4), was maintained, but the Secretariat identified repetitions and made efforts to streamline the content to better reflect its work.

2. The Standing Committee in Decision SC53-07 endorsed the integrated nature of the Secretariat 2017 Annual and Triennial Plan for 2016-2018 (document SC53-09). It recommended that the core function of the Secretariat related to administration and servicing the governing and subsidiary bodies of the Convention should be retained as a separate element. It further agreed to include an indication of whether activities were to be covered by core or non-core funding.

3. The present document presents the proposed Annual Plan for 2018, as an integral part of the approved Triennial Plan for 2016-2018. SC54 is invited to note that the four first columns of the Plan remain unchanged as approved by SC53. These are: Target; Triennial Activity; 2017 Activity; 2017 Indicator. The focus is thus on the 2018 activities and subsequent columns.

4. SC53 also noted document SC53-03 on *Progress in the implementation of the CEPA Action Plan 2016 – 2018* and the revisions proposed by the Secretariat to take a "whole-of-Secretariat" approach, integrate the CEPA Action Plan into the Secretariat's Work Plan and check the feasibility of achieving the activities proposed and adjustments needed.

5. The CEPA Action Plan has been integrated into the Secretariat's work plan with specific references to the CEPA Action Plan included throughout the document to enable Contracting Parties (CPs) to identify its elements. The progress of the implementation of the CEPA Action Plan has been reviewed by the Secretariat to track progress on activities and make adjustments

to better align the ambitions of the CPs with the capacity of the Secretariat as noted in Decision SC53-10. Further adjustments were made as follows. Aspects of tasks (2.1, 3.2, 4.5) that were identified as low priority given that they are not within the mandate of the Secretariat, and reported in SC53-03, have not been included in the integrated Work Plan. Tasks that are primarily the responsibility of Contracting Parties (2.1, 3.4, 4.1) have also not been included in the integrated Work Plan. The Secretariat also recommends that task 9.1 be a low priority given the capacity of the Secretariat and the limited utility of PowerPoint presentations for Parties with diverse needs.

6.   The documents annexed are the result of a participative process that brought together staff members of the Ramsar Convention Secretariat from 20 to 22 November 2017. The process revisited the exploration of areas of focus of the Secretariat and its ways of working that was initiated in January 2017, and underlined the importance of developing current and future planning documents which are clear, realistic, focused and connected to human and financial resources. The discussions highlighted the reinforcement of the "whole-of-Secretariat" approach and the need to critically examine if there are examples where the Secretariat has already completed the expected activities of specific Resolutions.

7.   The Secretariat Integrated 2017 Annual and Triennial Plan for 2016-2018 included the Secretariat commitment for planned internal year-end review to assess the Secretariat's work, identify any gaps in implementation and learn lessons that could help improve its work in the following year. The workshop included a rigorous review of Secretariat progress against the 2017 Annual Plan activities, which enabled staff to draw conclusions to inform the drafting of the 2018 Annual Plan. This has resulted in further removal of duplications, consolidation of activities and revision of indicators, while maintaining the Secretariat's commitment to serve the Parties and to be accountable to their decisions.

8.   In the same workshop, Secretariat staff considered lessons learned from the implementation of the 2016-2018 Triennial Plan and co-developed a revised format and structure for the Integrated Triennial Plan 2019-2021, one that is better adapted to the Secretariat's requirements. This initiative corresponds with the commitment made in document SC53-09, that the Secretariat requires a better framework to track its core functions and commitments, and its delivery of requests from Contracting Parties.

9.   The proposed framework is presented in Annex 2. It is structured around seven core functions of the Secretariat, to which different staff members contribute through a "whole-of-Secretariat" approach. At the same time, it clarifies accountability and responsibility for achieving outcomes and impact in the context of the different organizational units of the Secretariat. The functions under which the Secretariat's work is proposed to be grouped are as follows: 1. Governing and subsidiary body and meeting services; 2. Administration, human and financial resources; 3. Implementation support; 4. Scientific and technical services; 5. Representation, policy engagement and international cooperation; 6. Resource mobilization; and 7. Outreach and strategic engagement.

Annex 1

Secretariat Triennial Plan 2016-2018: Review Annual Plan 2017 and Proposed Annual Plan 2018

* SG = Secretary General; DSG = Deputy Secretary General; DSP = Director of Science & Policy; DRMO = Director of Resource Mobilization & Outreach; SRAs = Senior Regional Advisors; Comms = Communication Team; FO = Finance Officer; DO = Documentation Officer; Admin = Administration Team

Secretariat Core Functions

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
Target: Core Secretariat activities Core Secretariat activities not specified by the targets of the Strategic Plan 2016-2024.	C1: Facilitate the activities of the governing and subsidiary bodies of the Convention (includes Standing Committee, pre-COP regional meetings, STRP meetings, COP13, meetings/activities of working groups). (Previously TP Activities 19.4 and 20.1)	Organize and hold SC53 and STRP20 meetings, including CEPA workshops. Preparations for COP13 (MOU signature with host country, preparation of progress report to SC53).	SC53 and STRP20 meetings are organized on the agreed dates in an efficient manner, and the reports published online. MOU for the hosting of COP13 signed between the UAE and the Secretariat.	SC54, STRP21, COP13 and pre-COP meetings are organized on the agreed dates in an efficient manner, and the documents and reports published on time online. MOU signed with the host country.	SC54 and STRP 21 meetings held in an efficient and timely manner, and report and documents published online. Pre-COP13 regional meetings and COP13 and associated meetings are well organized and efficiently run. COP13 documents and report are published on time online. MOU is Implemented.	**SG/DSG/DSP/ DRMO/DO /SRAs** (All staff)	Core/Non-core (pre-COP+COP delegate support)
	C2: Undertake general administration of the Secretariat and Convention. (Previously TP Activity 20.3)	Management of the Secretariat (oversight of work plan; finances – contributions and budget including non-core resources; HR; administrative support.	Effective and efficient management of Secretariat, in line with IUCN policies and standards. Audited accounts and appropriate follow up to management letter.	Effective and efficient management of Secretariat, in line with IUCN policies and standards and reinforcing whole-of-Secretariat approaches and accountability. Continue to put in place-and enforce existing-policies and standards as well as internal controls. IUCN new Performance	Effective and efficient management of Secretariat and its resources, in line with IUCN policies and standards. External annual financial audit and internal management review completed.	**SG (overall management) /DSG/FO/ Admin Assistants** (All staff)	Core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
				management, compensation and competency framework to be implemented. Training activities to be organized. External annual financial audit and internal management review completed and recommendations implemented.			
	C3: Representation activities on behalf of the Convention, including participation at relevant international meetings, including at regional level, briefings to Missions in Geneva, to support CPs, raise the Conventions profile and enable collaboration with relevant processes.	Representation in key meetings. Hold at least an annual Geneva Mission and regional briefing.	Secretariat participation at relevant international and regional meetings so as to a) increase the mention of the Convention in meeting outcomes, reports, external media and other sources and b) increased joint collaboration with key partners.	See 4.14	See 4.14	**SG/DSG/DSP/ HSG/DRMO/ SRAs** (Comms)	Core
	C4: Managing national reporting processes: Develop and disseminate the COP13 National Report Template to provide a more user-friendly, online instrument that reflects the goals and	Remind CPs of deadline for submission of National Reports for COP13 and provide assistance with queries. Prepare report on national targets for SC53.	Reminders sent out to CPs with the deadline for submission of the National Reports. At the request of CPs, to provide technical assistance on the drafting of the National Reports.	Review of National Reports for COP13 submitted by Contracting Parties and preparation of global and regional Convention implementation reports for COP13. Prepare the relevant information for the HLPF	Global and Regional Convention Implementation reports prepared in timely manner for COP13 and as necessary for HLPF on indicators 6.6.1 and other indicators as well as to other SDG reports.	DSG/SRA Americas* /SRAs/IT Officer	Core/Non-Core Secured (improvements to reporting system)

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
	targets of SP4. (Resolution XII.2.17) (Previously TP Activity 19.3)			and other relevant reports for the SDGs.			
	C5: 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). (Previously TP Activity 18.3)	Progress report on the status of preparations of the Strategy to SC53.	Report on progress with the preparations of the Strategy made to SC53. After SC53, continued work with the open-ended informal working group to develop the strategy on UN languages.	Submission of document prepared with working group to SC54 and COP13.	Strategy developed and presented to SC54 who after discussion, agree to forward document onto COP13 for CPs' consideration.	**SG/DSG/SRAs**	Core
	C6: Ensure the maintenance and operation of the Ramsar Sites Information Service (RSIS) that delivers a range of tools and support to CPs to aid their identification of gaps and priorities for further Ramsar Site designation. (Previously TP Activity 6.1) (Doc. SC53-03: Sec. CEPA AP Target 3.3; 3.6)	Ongoing maintenance and functional development of the RSIS. Develop closer links between the World Heritage Protected Areas database, WCMC, InforMEA and the RSIS.	RSIS is kept updated and operational, so that the information it contains is easily accessible worldwide. Closer links developed between the RSIS and the World Heritage Protected Areas database, WCMC and InforMEA in line.	Further improvements planned for RSIS. Further develop closer links between the World Heritage Protected Areas database, WCMC, InforMEA and the RSIS.	Effective and efficient services to CPs regarding Ramsar Sites designation and updates. Improved worldwide communication on Ramsar Sites.	**IT Officer** (RSIS Core Team, Regional Team, DO)	Core
	C7 (new): Support accession by new	Work with CPs, IOPs and other partners to provide	Meetings held and information provided to non-	Work with CPs, IOPs and other partners to provide	Meetings held and information provided to non-	**Regional Team**	Core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
	Contracting Parties.	information to non-CPs so that they become interested and take action to accede to the Convention.	CPs in each region to encourage their accession to the Convention.	information to non-CPs so that they become interested and take action to accede to the Convention. DPR Korea sends their Letter of Accession to UNESCO in Paris.	CPs in each region to encourage their accession to the Convention.		
	C8 (previously 4.13): Develop the scope and modalities of a mid-term review of SP4 to be approved by SC54 with a view to COP13 and undertaken before 2020, taking into account the outcomes of the discussions of the Post-2015 Sustainable Development agenda and SDGs, and the work of IPBES. (Resolution XII.2 para.26) (Previously TP Activity 18.2)	Start preparations for the scope and modality for a mid-term review of SP4 to be ready for SC54.	Paper prepared on the scope and modality of a review of SP4 which will be presented and discussed at SC54 (2018).	Paper prepared for SC54 and COP 13.	SC54 discusses the review of SP4 and a decision agreed on this will be presented to COP13. Scope and modality for a review of SP4 prepared in time for COP13.	SG/DSG/SRAs	Core
	(new) Secretariat was requested to convene an expert group to develop additional indicators for SP4 and STRP to provide support for the development of options for additional	n/a	n/a	Review existing (SC51 INF.DOC.05) and new inputs from the experts meeting and the STRP to develop a report on revisions and options for additional indicators for SP4, for consideration by	Completion of review and report, presentation to COP13.	SG/DSG/DSP	Non-Core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
	indicators. (Resolution XII.2, IX.1)			COP13.			
	C9 (new): Ensure the maintenance and operation of the Ramsar website and the Ramsar Newsletter that delivers a range of information, tools and support to CPs. (Doc. SC53-03: Sec. CEPA AP Target 3.3, 1.5)	Ongoing maintenance and updates on the Ramsar website. Prepare a quarterly newsletter highlighting the work of the Convention, including updates on CEPA.	Website is kept updated and operational, the information is easily accessible. 3 newsletters produced and disseminated to CPs.	Further website updates. See website related Activ-ities (1.2, 1.3, 2.3, 3.2, 3.3, 3.5, 3.9, 4.1, 4.4, 4.6, 4.7). 3 newsletters produced and disseminated to CPs by COP13.	Information and tools delivered to CPs in an effective and efficient manner though the website. 3 newsletters produced and disseminated to CPs by COP13.	**DRMO/ Comms**	Core

Goal 1: Addressing the Drivers of Wetland Loss and Degradation

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
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: Collection of best practice examples targeted to the specific sectors listed under Target 1. Analyse submitted examples and publish (activity in 2018). (Res.XII.9 Target 1.2) (Previously TP Activity 1.1) (Doc. SC53-03: Sec. CEPA AP Target 6.2)	Develop a template for and request CPs to submit best practice examples targeted to specific sectors.	Template developed and disseminated to CPs.	Use CP National Reports in lieu of a template, which will provide data around mainstreaming wetlands into other sectors. Additionally, further examples will be collected that illustrate how CPs are addressing SDGs that relate to wetlands (this approach/ product will replace CEPA Action Plan Target 6.2).	Feedback received from CPs, results analysed and published (2018). Analysis and publication of National Reports and SDG examples.	**DSP/DRMO/ SRA** **SRA Africa**	Non-Core
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.	1.2: Disseminate existing Ramsar Handbooks, Factsheets, Briefing Notes and other STRP products on water-related guidance, river basin management, water allocation and management, and managing groundwater, as well as other related guidance on IWRM and good practices to CPs and request that NFPs disseminate them to water users,	Ongoing.	New "water management" section on the Ramsar website developed.	Support to STRP work on water requirements and wetlands, output being a policy brief at STRP21. Production by mid-2018. Website improvement/ enhancement. Continued transition to "on demand" availability of informational resources via the Ramsar website. All relevant informational materials are available either as downloads or through links. Review existing handbooks to Identify a maximum of 3-4 that	Ramsar guidance on water allocation and management for ecosystems disseminated to all CPs and made available under a "water management" section on the Ramsar website. CEPA-NFPs requested to disseminate materials, and to report back. Feedback received, analysed and summary results published (2018). Water requirements policy brief launched, published online and disseminated.	**DSP/DRMO/ Comms/SRA Europe**	Core/Non-Core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
	ensuring that the wise use provisions of the Convention are applied. (Previously TP Activity 2.1) (Doc. SC53-03: Sec. CEPA AP Target 9.3; 3.2)			should benefit from updating in 2019 (engagement with CPs, through pre-COP meetings, download statistics). Suggestions will be made to the Facilitation Group on revision process of technical guidance (handbooks and option for electronic format).			
	1.3: Develop guidance on how to integrate wetlands into Agenda 2030 (specifically Target 18), including NDCs (and GHG emission inventories in conjunction with UNFCCC) and disseminated to CPs (Res.XII.3 para.41), working with IOPs and other partners and report to COP13. (Doc. SC53-03: Sec. CEPA AP Target 3.1). (Previously TP Activity 2.2)	Cooperate with Wetlands International to develop a short guide with examples on how the Convention contributes to SDGs. Cooperate with IOPs and partners to produce a short guide, linked to STRP tasks, on how the Convention contributes to the climate agenda.	Short guidance developed with partners and disseminated to CPs, IOPs, other partners and the wider public through the Ramsar website.	Finalization of the guide including case studies from regions, and dissemination.	Guidance developed and disseminated to CPs. Support to limited number of countries with IOPs and partners (tbc) (2018).	**DSP/SRAs** (SG, DSG)	Non-Core
Target 3: The public and private sectors have increased their efforts to	1.4: Further develop partnerships and engage business sector with the goal that they integrate wetlands within their	Engage with interested CPs to develop a business engagement strategy for Ramsar, including through consultations with WBCSD, to be approved	Business engagement strategy drafted, edited and translated by the Secretariat in conjunction with interested CPs, for	Resource Mobilization Plan to be presented to SC54 which includes proposed actions for increasing non-core resources for the	Integrated in the resource mobilization strategy to be submitted to SC54.	**DRMO** (SG, SRA)	Core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
apply guidelines and good practices for the wise use of water and wetlands.	business strategy and practices and to support Ramsar implementation, working with IOPs. (Res X.12) Disseminate guidance/ principles for companies to integrate wetland issues in their business and sustainability strategies (Res. X.12). Foster more business partnerships for Ramsar (Res X.12). (Previously TP Activities 3.1, 3.2 and 3.3) (Doc. SC53-03: Sec. CEPA AP Target 1.5)	by SC54 (2018). Guidance prepared in context of Danone Partnership, to integrate wetland issues in their business and sustainability strategies.	presentation to SC54 Guidance produced on how Danone can integrate wetland issues in their business and sustainability strategies.	Secretariat and enabling CP's to raise resources at the national level. Implementation of the new Resource Mobilization Work Plan, including identification of relevant potential corporate funders to pursue in 2018. Participate in global fora to engage business in taking actions that preserve and protect wetlands and provide financial assistance for the work of Ramsar and CPs.	Corporate actors and networks identified. Good practices disseminated to corporate networks (e.g. Danone, WBCSD) for wider dissemination, and potential business partners.	**DRMO** (Regional Team) **DRMO** (SG, SRAs)	
	1.5: Extend the existing partnership with Danone, and the "Biosphere Connections" partnership with Star Alliance. (Previously TP Activity 3.4) (Doc. SC53-03: Sec. CEPA AP Target 1.5; 5.5)	Work to extend the existing partnership with Danone and the "Biosphere Connections" partnership with Star Alliance.	The existing partnership with Danone and the "Biosphere Connections" partnership with Star Alliance extended.	Implement Danone partnership work plan.	MOU 2017-2020 renewed with Danone and Annual Danone work plan finalized. Danone supports Ramsar to create new business partnerships (e.g. through the Livelihoods group). Work plan and budget fully implemented. Star Alliance partnership ended.	**DRMO** (SG, Comms, SRAs)	Core
			Ramsar experts supported	No further action.	No further action.		Core/ Non-

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
			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.				core
Target 4: Invasive alien species (IAS) and pathways of introduction and expansion are identified and prioritized. Priority IAS controlled or eradicated, management responses are prepared and implemented to prevent their introduction and establishment.	1.6: Compile and make existing guidance available through the Ramsar website. Provide support to individual CPs through IOPs. (Previously TP Activity 4.1)	Provide advice to individual CPs, working with IOPs.	Number of responses to CPs requesting advice on invasive species.	Responses to requests by CPs.	Advice provided to individual CPs upon request.	**DSP/SRAs**	Non-Core

Goal 2: Effectively Conserving and Managing the Ramsar Site Network

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
Target 5: The ecological character of Ramsar Sites is maintained or restored, through effective planning and integrated management. **Target 7:** Sites that are at risk of change of ecological character have threats addressed.	2.1: When requested by CPs, IOPs and other partners, to provide support for the management of Ramsar Sites through the development of management plans, and the use of tools such as the R-METT (Management Effectiveness Tracking Tool) or other management effectiveness evaluation tools. (Resolution XII.15 paras 21 and Resolution IX.1, Annex E) (Previously TP Activities 5.1, 5.3) (Doc. SC53-03: Sec. CEPA AP Target 3.2; 1.4; 4.1)	Develop Online Toolkit for Site Managers (STRP work plan) (i.e. a page on the Ramsar web site) that includes: - Handbook on Site Management - Site management plans, etc. - Explore feasibility of developing a Site Managers database from contacts listed in the RSIS. Update Ramsar branding for the sites.	Toolkit published and shared with CPs, RRIs, IOPs, partners etc. Ramsar branding for the sites updated and disseminated to CPs	Toolkit to be updated during the year. Regions/CPs and Regional Initiatives are encouraged to use the toolkit and train trainers.	Toolkit is kept updated with information from CPs, RRIs, IOPs, partners etc. Increasing number of downloads of the Toolkit contents.	**DSP/STRP Officer** (SRAs, IT Officer, Comms)	Core
		Develop user friendly version of R-METT	User friendly version of R-METT is developed and disseminated amongst CPs, IOPs, partners and others. Number of training provided in response to requests from CPs on how to use the R-METT.	No further action.	Increasing number of downloads of the Toolkit contents.	**Comms** (Regional Team)	Core
	2.2: Receive and respond to reports of threats to Ramsar Sites (Article 3.2). (Resolution XII.6 para.22) (Previously TP Activity 5.2)	Ongoing. Report to Standing Committee on status of Article 3.2 Sites.	Number of response provided to reports of threats to Ramsar Sites. Report to Standing Committee on status of Article 3.2 Sites is maintained and updated.	Prepare review for SC54 and COP13.	Timely response to each query (from RSIS). Report to SC54 with Annexes on Art.3.2 cases.	**Regional Team**	Core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
	2.3: Assist CPs to identify and implement measures, including site visits and Ramsar Advisory Missions (RAMs), to remove Sites from Art 3.2 or Montreux Record. (Resolution XII.6.18) (Previously TP Activities 5.2, 6.3 and 7.1) (Doc. SC53-03: Sec. CEPA AP Target 5.5)	Funds raised for the organization of site visits and RAMs. Ramsar experts supported to attend RAMs with Star Alliance help.	Maintain and if possible, increase: - the number of visits by Regional Team to Ramsar Sites at the request of CPs; - the amount of funds raised for RAMs so that they are conducted and the reports are published on the Ramsar website.	STRP to produce a Briefing Note for site managers, and a policy brief targeting donors. Secretariat to use report, Briefing Notes and Policy Briefs as guidance on the mechanics and intended result of RAMs, giving coherence of process for RAMs and clarifying difference between RAMs vs. site visits: why, how, approval of reports. Five RAMs planned.	Timely response and follow-up to requests from CPs for RAMs. Funds raised for RAMs. Number of RAMs conducted, and reports published. Number of site visits completed vs. number requested.	**Regional Team, DSP** (DRMO, Comms Team)	Core/Non-core
Target 6: There is a significant increase in area, numbers and ecological connectivity in the Ramsar Site network, under-represented types of wetlands including in under-represented ecoregions and transboundary sites.	2.4: Carry out and share analysis to identify under-represented wetland types such as peatlands. (Resolution VIII.11. 2002**)** (Previously TP Activities 6.1, 6.4)	Work begins to analyse and identify under-represented wetland types in the network of Wetlands of International Importance.	Work in progress to analyse and identify under-represented wetland types in the network of Wetlands of International Importance.	In 2017, analysis done on African Ramsar Sites as a pilot region, shows the following under-represented Wetlands: peatlands (6.7%), deltas (5,42%) and karst (0.22%). Pilot study showed also the lack of scientifically-sound method to define under-representation. No further action.		**DSP/IT Officer** (STRP, Regional Team, Comms Team)	Core
	2.5: Manage and process new Ramsar Site designations and updates, ensure complete RSIS data and maps.	Ongoing.	All RIS completed and updated. Information on all Ramsar Sites summarized and made available. Letters and certificates	Ongoing. SC54 requested to follow up with CPs to complete information on 33 identified sites.	All RIS completed and updated. Information on all Ramsar Sites summarized and made available. Letters and certificates	**Regional Team/IT Officer** (DO, Comms Team)	Core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
	(Resolution XII.6 para.12) (Previously TP Activities 6.3, 6.4) (Doc. SC53-03: Sec. CEPA AP Target 3.3)		delivered. Increase in number and area of wetlands designated as Ramsar Sites, especially under-represented wetland types in under-represented ecoregions, and transboundary Sites.		delivered. Increase in number and area of wetlands designated as Ramsar Sites, especially under-represented wetland types in under-represented ecoregions, and transboundary Sites. Report to SC 54.		
		When requested by CPs, to provide technical support for the designation of at least one peatland as a Ramsar Site that is suitable for awareness raising about the wise use of peatlands and their services (Resolution XII.11 para 22, STRP task 1.2).	Number of requests from CPs for technical support for the designation of peatlands Ramsar Sites that are suitable for awareness raising.	Resolution 12.11 encourages CPs: each country should designate one peatland site to increase awareness. Draft resolution from STRP21 submitted.	Number of new peatlands designated as Ramsar Sites that are used for awareness raising.	**Regional Team/DSP**	Core/Non-core
	2.6: Support CPs to submit updated RIS at least every six years. (Resolution VI.13) (Previously TP Activity 6.2) (Doc SC53-03: Sec. CEPA AP Target 3.3)	Ensure all old off-line versions of RIS are transferred to online RIS. Remind CPs to update their outdated RIS. Support CPs to update the outdated RIS including the update of maps and GIS files that are missing. (e.g. through providing funds and expertise). Promote RIS training videos to CPs.	All old off-line versions of RIS have been transferred to online RIS. Number of CPs that have started work to update their outdated RIS after reminder from Regional Team. Number of responses to requests from CPs for support on updating their outdated RIS.	Reminder before COP 133 sent to CP who have not updated RIS. SC54 requested to remind CPs of 1567 sites that require RIS updates to enable Secretariat update of database in 2019. Pilot project initiated to include GIS information for Ramsar sites where it is missing. This reinforces the use of Ramsar information by WCMC / WDPA for reporting. Around 400 sites from 56 CPs actively worked on in 2017.	RSIS training conducted. Timely review of the site data provided by CPs.	**DSP/Regional Team/IT Officer**	Core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
				Around 200 emails from RSIS admin as technical support to CPs. Webinars tutorial see C6) and face-to-face training. Share experience from pilot project by March 2018 enabling CPs to use same process to submit such boundaries.			

Goal 3: Wisely Using All Wetlands

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
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.	3.1: Support CPs to formulate and implement their planning so as far as possible, to ensure the wise use of wetlands in their territory (Art 3.1) Urge CP to officially recognize its wetlands that meet the criteria for designation as a Ramsar Site (Res VI.12 2002) (Doc. SC53-03: Sec. CEPA AP Target 3.3)	Communicate to CPs information identifying new wetland areas that qualifies as Ramsar Sites, any threats that those sites face, and encouraging CPs to designates those wetlands and to ensure that the sites are managed according to the wise use principle.	Number of new wetlands identified as meeting the criteria for designation and CPs encouraged to recognize those sites and to ensure their management under the wise use principle.	Communicate to CPs information identifying new wetland areas that qualify as Ramsar Sites, any threats that those sites face, and encouraging CPs to designates those wetlands and to ensure that the sites are managed according to the wise use principle.	Number of new wetlands identified as meeting the criteria for designation and CPs encouraged to recognize those sites and to ensure their management under the wise use principle.	**DSP/Regional Team**	Core
	3.2: Support CPs to develop or update their wetland inventories (see Target 8). (Resolutions X.15, VIII.6 and Ramsar Handbook 15)	Identify CPs that requires support for developing or updating their wetland inventory. Provide support to CPs directly and via partnerships on their wetland inventories (i.e. funds and expertise). Engage in SDG indicators work to position Ramsar's process to measure extent of water-related ecosystems (see Target 18). Publish and promote good examples of inventories on the website, also including	Number of CPs identified for providing support to update their wetland inventories. Number of CPs where support has been provided to update their wetland inventories. Ramsar is engaged in the extent of water-related ecosystems in support of SDG indicators. Number of new inventories promoted and published on a dedicated page on the	Updated report on wetlands inventories (currently 71) according to COP13 national reports. Undertake a review of existing inventories and develop best practice and a model process for undertaking good wetlands inventories under Ramsar definition, linking to NR and SDG 6.6.1. Technical report on Earth Observation and the potential of satellite imagery to facilitate wetland inventories for CPs. Continued engagement with SDG 6.6.1 and 15.1/15.2 with	Inclusion of the status of wetland inventories in the global and regional Convention implementations reports for COP13 and on Indicator 6.6.1. Number of CPs supported to develop or update their wetland inventory. Ramsar is engaged in SDG indicator work.	**DSP/Regional Team**	Core/Non-Core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
		peatlands (Doc. SC53-03: Sec. CEPA AP Target 3.3).	Ramsar web site.	IAEG-SDG, UNEP and other stakeholders to link with Ramsar national reporting.			
Target 9: The wise use of wetlands is strengthened through integrated resource management at the appropriate scale, *inter alia*, within a river basin or along a coastal zone.	3.3: Disseminate existing Ramsar Handbooks, Factsheets, Briefing Notes and other STRP products on water related guidance and integrated resource management (see Target 2). (Resolution IX.1 Annex A and C, Resolution XI.21) (Previously TP Activity 2.1)	Ongoing (cross reference Target 2).	"Wise Use" section developed on the Ramsar website and work begun to upload relevant Ramsar guidance onto the new section.	Secretariat will seek guidance from STRP and from CPs in SC54 and COP13 to enhance alignment of current material with SDGs.	Ramsar guidance on water allocation and management for ecosystems disseminated to all CPs and made available under a "water management" section on the Ramsar website. CEPA-NFPs requested to disseminate materials and report back. Feedback received, analysed and summary results published.	**DSG, DSP, SRA Americas**	Core
	3.4: Promote Ramsar tools on wetland and water and environmental water flow. (Resolution XII.12 para.24:"… guidelines for the elaboration of national action plans, to conserve the water necessary to maintain the wise use of wetlands") (Previously TP Activities 9.1 and 9.2)	STRP task 4.1, joint report on e-flows with WWF.	Ramsar tools on wetland and water and environmental water flow available and disseminated on the Ramsar website.	Policy brief published and disseminated.	Ramsar tools on wetland and water and environmental water flow available and disseminated on the Ramsar website. Policy brief disseminated to CPs and partners; launched with IOP or other partners; and made available on line.	**DSP** (WWF, STRP)	Core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
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.	3.5: Implement the project "Natural and Cultural Heritage in Wetlands" funded by the MAVA Foundation. Ramsar Culture Network to develop guidance, case studies on the integration of cultural values by CPs and to contribute to develop indicators for Target 10 of SP4. (Previously TP Activity 10.1	Ramsar Culture Network to develop guidance, case studies on the integration of cultural values by CPs and contribution to develop indicators for Target 10 of SP4.	Guidance, tools and case studies published on the Ramsar website. Number of Ramsar Culture Newsletters produced and disseminated. Work begun to develop guidance, case studies on the integration of cultural values.	Implement decision SC53-15, complete and publish the report requested in Resolution XII.2, para. 20, on the relationship of indigenous peoples and local communities with wetlands.	Report published on the Ramsar website.	**Manager Culture & Livelihoods/ SRAs, DSG, SG**	Core/Non-Core
	3.6: Compile data on the relationship of indigenous peoples and local communities with wetlands. (Resolution XII.2 para.20) (Previously TP Activity 10.2) (Doc. SC53-03: Sec. CEPA AP Target 1.5)	Compile data from National Reports and other reports on implementation of Target 10 of SP4.	Work begun to compile information from reports on implementation of Target 10 of SP4.	See 3.4.	Data compiled from National Reports and other reports on implementation of Target 10 of SP4.	**Manager Culture & Livelihoods/ SRAs, DSG**	Non-Core/Core
	3.7: Support the work of STRP in integrating multiple wetland values and wise use of wetlands. (Previously TP Activity 10.3)	Work to develop a Policy Brief on integrating multiple wetland values into decision-making.	Policy Brief published and disseminated on "Integrating multiple wetland values into Decision-making".	See 4.1	See 4.1.	**STRP Officer/ Comms team**	Core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
Target 11: Wetland functions, services and benefits are widely demonstrated, documented and disseminated.	3.8: Support the work of the Independent Advisory Committee (IAC) of the Ramsar Wetland City Accreditation programme to implement the City Accreditation process. Applications received and IAC supported to manage the applications and report to SC and COP. Develop a global online network of cities which have obtained the Wetland City Accreditation of the Ramsar Convention. (Resolution XII.10 para 16) (Previously TP Activity 16.6)	Facilitate the work of the IAC of the Ramsar Wetland City Accreditation: support IAC in development of call for proposals, organize calls, provide relevant information to CPs to submit applications as appropriate. Prepare report for SC53.	Secretariat announces a call for proposals to the Wetland City Accreditation scheme. Number of responses to requests for support from CPs for completing their applications. Number of applications received for the Wetland City Accreditation.	Report from IAC to SC54 and COP13 supported. Communication support- as per resolution.	Number of cities accredited as Ramsar Wetland Cities at COP13. Report from IAC to SC54 and COP13 presented.	**SG/DSG/SRAs**	Core
	3.9: Support activities under Goal 6 of the CEPA Action Plan to 'Implement programmes, projects and campaigns targeting diverse sectors of society to increase awareness, appreciation and understanding of	Build on WWD activities and work with Star Alliance carriers to more deeply engage with the event. Develop template for planning COP13 communications activities.	Plan of activities developed with Star Alliance on how their carriers can more deeply engage with WWD. Template produced for planning COP13 communication activities.	No further support from Star Alliance. Global visibility and recognition for the importance of COP13 and associated key issues/topics.	Six wide-reaching wetland awareness programmes, projects and campaigns, including WWD, undertaken, and one campaign for COP13.	**Comms team**	Core/Non-core
		Collect information on factsheet regarding the economic values of	Work begun to produce factsheet on the economic values of wetlands and	Transform into further targeted products (factsheets) for different	Factsheet produced on the monetary value of wetlands, and three factsheets		

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
	wetlands and the ecosystem services they provide'. (Doc. SC53-03: Sec. CEPA AP Target 6.1; 6.3; 6.4; 3.5; 8.4)	wetlands and Natural Solutions.	develop Natural Solutions factsheets.	audiences.	developed on Natural Solutions.		
		On the Ramsar website, create a WWD photo gallery and an easily accessible video section.	Work initiated to create a WWD photo gallery and an easily accessible video section.	Maintain and build photo gallery.	Website contains photo library with at 1,300 photos, and video section. These resources receive 5,000-page views per month.		
		Develop the Convention's media outreach by conducting press briefings and conferences as appropriate. Prepare frequent news releases.	Media pack developed, translated and disseminated widely. 150 news stories published on the website over the triennium. Number of CEPA stories disseminated illustrating how integration of CEPA can improve wetland management	Will undertake appropriate media outreach activities.	Media pack developed, translated and disseminated widely. 150 news stories published on the website over the triennium.		
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.	3.10: Implement campaigns on the importance of conserving, restoring and wisely using wetlands for disaster risk reduction (DRR). (Resolution XII.13, para 22) (Previously TP Activity 12.1) (Doc. SC53-03: Sec. CEPA AP Target 6.1)	Organization of 2017 WWD on Wetlands and DRR. Statement and Policy Brief released on 13 Oct.	Number of reports of campaigns and products for WWD 2017 received.	WWD theme will change for 2018 so activity has to adapt. See 3.8.	Number of reports of campaigns and products WWD 2018 received.	**Comms team /DRMO**	Non-core
	3.11: Engage in relevant policy process	Provide information to CPs on ways to mainstream	Number of CPs that have received guidance on	See 1.3.	Number of CPs that have received guidance on	**DSP/SRAs**	Core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
	on DRR and climate change to promote conservation and restoration of wetlands. (Resolution X.24, paras 33, 45, 46)	wetland issues into national SDG indicators and INDCs. Highlight the role of wetland conservation and restoration in the climate change agenda at UNFCCC COP23.	mainstreaming wetland issues into national SDG indicators and INDCs. Number of input into the discussion and outcomes of COP23 regarding the role of wetland conservation and restoration in the climate change agenda.	Continued engagement with UNFCCC process, International Blue Carbon Partnership, Global Peatlands Initiative, with CPs to integrate wetland issues into 2020 NDCs. Review engagement with UNCCD in particular around SDG 15.3.1 including for reporting to HLPF in 2018 and possible to support CPs in indicators on LDN.	mainstreaming wetland issues into national SDG indicators and INDCs.		
	3.12: Support STRP for its task 3.1 on "Wetland ecosystem services assessment and valuation Policy Brief with toolkit". (Doc. SC53-03: Sec. CEPA AP Target 9.2)	Support STRP for its task 3.1 on "Wetland ecosystem services assessment and valuation Policy Brief with toolkit".	Work in progress to develop the Policy Brief and toolkit on "Wetland ecosystem services assessment and valuation".	No further action.	Number of policy makers informed and policy brief disseminated.	**STRP Officer**	Core
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,	Cross reference Goal 1, Targets 1 and 2. (Previously TP Activities 13.1 and 13.2)						

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
contributing to biodiversity conservation and human livelihoods.							

Goal 4: Enhancing Implementation

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
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.	4.1: Support the STRP with the delivery of its triennium work plan by: - Facilitating preparation and production of high priority outputs under high priority tasks under work plan (SoWWS +8). - Ensuring STRP products are aligned with its work plan and are targeted to the appropriate audience. - Translating and disseminating outputs/guidance to appropriate audience (Resolution XII.5 paras. 20 and 22). Integrate STRP website into the Ramsar website (Resolution XII.9 Target 9.4). (Previously TP Activity 14.1, 14.6) (Doc. SC53-03: Sec. CEPA AP Target 9.2; 9.3; 9.4; 2.1)	Production of the following outputs: - GWO/SOWS - Policy Brief on DRR - Policy Brief on multiple values of wetlands - Briefing Note on tropical peatland inventories - Briefing Note on restoration in the climate change context - Ramsar Advisory Missions analysis and report - Policy Brief on restoration incentives - Online management toolkit - Draft Resolutions on peatlands and STRP future priorities with the engagement of interested CPs RTR on Earth Observation. Note: relevant products will be available at pre-COP regional meetings. STRP website integrated into the main Ramsar Site. STRP workspace maintained and administered. Secretariat CEPA representative involved in all STRP and SC meetings.	Number of attendance in other relevant technical bodies and processes, and joint activities that are developed so as to increase the level of engagement.	STRP deliveries according to workplan reviewed during STRP21, presented to SC54 and disseminated. GWO/SOWS finalized as well as supporting products (technical notes, comms strategy). BN on tropical peatland inventories finalized during STRP21. BN on restoration finalized during STRP21. RAM analysis and report finalized, and derived products (PB, BN) prepared. Online management toolkit updated. Draft resolutions reviewed. Technical Report finalized.	High priority outputs finalized and produced in time fulfilling the terms of Res. XII.5. Draft Resolutions posted online by 23 January 2018, three months before SC54. For COP13, key products available for target audiences. GWO/SOWS, Briefing Notes and Policy Briefs available.	**DSP/STRP Officer** (Comms, SRAs)	Core/Non-Core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
	4.2: Cooperation with and participation in other technical bodies and processes: CSAB, IPBES, Technical bodies of other MEAs.	Participate in IBPES-5 and MEAs, as well as SBSTTA meetings.	Number of attendance in other relevant technical bodies and processes, and joint activities that are developed so as to increase the level of engagement: Inputs provided to processes on key issues.	Participation to IPBES Plenary. Continued contribution of the strategic processes.	Number of attendance in other relevant technical bodies and processes, and joint activities that are developed so as to increase the level of engagement. Inputs provided to processes on key issues.	**DSP/STRP Officer** (SRAs, SG)	Core
Target 15: Ramsar Regional Initiatives with the active involvement and support of the CPs in each region are reinforced and developed into effective tools to assist in the full implementation of the Convention.	4.3: Work with IOPs and partners to support the establishment of new regional Initiatives and the consolidation of existing ones. Prepare annual assessment and reports to SC and COP13. (Resolution XII.8 paras.12, 19, 21 and 24) (Previously TP Activity 15.1)	Support regional initiative meetings and activities and the SC working group on regional initiatives. Prepare annual assessment and report to SC53 (Decision SC52-19).	Number of new regional initiatives established. Number of responses to requests for support from regional initiatives. Number of responses to requests for support from the SC working group on regional initiatives. Annual assessment and report provided on a timely basis to SC53.	Regular participation and interactions with the governance bodies of RRIs (19). Provide Annual Report to SC54.	Timely responses to requests for support from regional initiatives. Timely responses to requests for support from the SC working group on regional initiatives. Annual assessment and report provided on a timely basis to SC54 and COP13 (Res XII.8.24).	**SRAs**	Core/Non-Core
	4.4: Facilitate capacity building and dissemination of Regional Initiative information. (Resolution XII.8 paras.18 and 20) For other specific activities related with Ramsar Regional Centres see CEPA work plan Target 4.4.	Develop general communications guidelines for CPs and regional initiatives. Facilitate training courses and workshops. Regional initiatives subpage updated in Ramsar website. Encourage RRIs to establish updates websites which are linked with the Ramsar website.	General communications guidelines developed and distributed to CPs and regional initiatives. Regional initiatives subpage kept updated on the Ramsar website. Number of regional initiatives with active and updated websites. Number of regional initiative activities reported	Reminder to RRIs to respect Ramsar brand guidelines. Reminder to RRIs to respect Ramsar brand guidelines. Regular contact with- and support to- RRIs. RRI updates and news published on Ramsar website. Provide speaker for pre-COP and COP13 for meetings of	General communications guidelines developed and distributed to all CPs and regional initiatives. Number of regional initiative activities reported on the Ramsar website.	**SRAs/ Comms team**	Core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
	(Cross reference Target 19) (Previously TP Activity 15.2) (Doc. SC53-03: Sec. CEPA AP Target 1.4)	Encourage regional initiatives to report their activities and achievements so that they can be placed on the Ramsar website.	on the Ramsar website. Specific page with RRI links and material on Ramsar website.	RRIs. See 3.3- Annual RRI Report to SC54.			
Target 16: Wetlands conservation and wise use are mainstreamed through communication, capacity development, education, participation and awareness.	4.5: Prepare, produce, disseminate and follow up WWD materials for the triennium. Promote programmes and campaigns undertaken with CPs and diverse partners to raise awareness, emphasis on use of social media. (Resolution XII.9 Target 6.1) (Previously TP Activity 16.1) (Doc. SC53-03: Sec. CEPA AP Target 1.6; 1.4)	Preparation, production, dissemination and follow up of materials for WWD 2017. Full evaluation report on WWD to be developed. Promote CPs campaigns/activities. Develop the Global Ramsar Database (for more effective dissemination)	All WWD 2017 materials produced and available in time for CPs and Ramsar stakeholders. Report on WWD delivered. Various databases integrated into one.	Increase number of events and social media activity by 10% Database to be launched in March and tested.	Number of activities. Number of downloads. Metrics on media uptake. Database used at COP13.	**Comms team** (Regional Team)	Non-core Core
	4.6: Implement CEPA action plan to support the CEPA network to become operational including: - Developing the Ramsar website further to be fit for purpose and a useful platform for the sharing of	Toolkit on wetland management (by STRP) published on Ramsar website (cross reference Goal 2 Targets 5 and 7- Activities 2.1- 2.3. Disseminate opportunities for training and capacity building and information sharing.	Toolkit on wetland management published on Ramsar website. 12 opportunities for training and capacity building, and information sharing, shared on the Ramsar website. 28 messages on the CEPA mailing list announcing	Secretariat will develop a whole-of-Secretariat plan for capacity building. Official document on website accessibility going to COP13. Training modules to be included in further developments with InforMea.	Plan implemented. Number of opportunities for training and capacity building made available on website, list servers for CEPA NFPs. CEPA list maintained up-to-date, all available tools provided (ongoing). Training modules to be included in further	**SG/DSG/DSP/ DRMO/Region al Team** (Comms Team)	Core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
	information and resources. - Strengthening capacity of focal points through the provision of training, toolkits, templates, information sharing and media. - Developing guidance for CEPA practitioners. (Res.XII.9 Target 1.4, Resolution XII.9 Target 3.3) (Previously TP Activity 1.3 and 16.7) (Doc. SC53-03: Sec. CEPA AP Targets 3.3; 4.3; 8.1).	Manage and use CEPA mailing list to provide appropriate tools to CPs. Wetland education materials promoted and distributed. Online library of official and non-official government translated Ramsar documents. Include training modules on the InforMEA platform. Development of a Ramsar website section for all educational and training material (at least 30% of the resources is mobilized).	appropriate tools to CPs. Wetland education materials promoted and distributed. 100 documents accessible on the Ramsar website (given that Parties provide such documents to Secretariat). Training modules included on the InforMea platform Development of a Ramsar website section for all educational and training material (at least 30% of the resources is mobilized).	Development of a Ramsar website section for all educational and training material – expected to be developed in 2018/2019.	developments with InforMea. Development of a Ramsar website section for all educational and training material – expected to be developed in 2018/2019.		
	4.7: Support those CPs with proposed or established 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, para. 21, and see CEPA action plan Target 7.5) (Previously TP Activity	Wide dissemination of the WLI database on wetland education centers through the Ramsar website and Ramsar list servers.	WLI database on wetland education centers disseminated through the Ramsar website and Ramsar list servers.	Technical requirements discussed with WLI: expected to be completed Q1/2018. Linked to capacity building framework and plans of 4.6.	Link to the WLI database set up and prominently placed on the Ramsar website so that all [169] CPs have access to the database by 2018.	**Comms team** (SRAs)	Core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
	16.3) (Doc. SC53-03: Sec. CEPA AP Target 7.5)						
	4.8: Promote awareness and build capacity on wetland functions, services and benefits/CEPA. (Doc. SC53-03: Sec. CEPA AP Target 6.1; 3.5)	Refer to 4.6 + 4.7. Examples of best practice to be captured through CEPA network.	Refer to 4.6 + 4.7. 12 CEPA Stories disseminated on the CEPA pages of the Ramsar website and through the appropriate email networks.		Refer to 4.6 + 4.7.	**Comms team**	Core
Target 17: Financial and other resources for effectively implementing the 4th Ramsar Strategic Plan 2016 – 2024 from all sources are made available.	4.9: Implementing plan, fundraising for COP priorities. Undertake fundraising activities for pre-COP regional meetings, COP13 and CPs' priorities. (Resolution XII.2, Resolution XII.1)	Develop a work/action plan for fundraising, to implement the Convention resource mobilization strategy. Raise funds for pre-COP regional meetings and COP13.	Fundraising plan developed for per-COP regional meetings, COP13 and CPs' priorities. On the basis of the above plan, fundraising activities undertaken for pre-COP regional meetings and COP13.	Resource mobilization plan submitted to SC54 and implemented. Fundraising targets achieved.	Funds raised permit all eligible CPs to attend pre-COP regional meetings and COP13.	**Finance Officer/DRMO** (SRAs)	Core/Non-Core
	4.10: Work with CPs with outstanding contributions in excess of three years to identify appropriate options for making contributions. (Resolution XII.1 para.18, Decision SC52-27) (Previously TP Activity 17.1)	Contact CPs with outstanding contributions in excess of three years.	Number of CPs with outstanding contributions contacted and actions taken to reduce arrears.	Report to SC54 as part of the financial reporting. Regular update of status of contributions on Ramsar website. Continue discussions with CPs and their Geneva Permanent Missions of CPs on outstanding contributions.	Number of CPs with outstanding contributions contacted and actions taken to reduce arrears.	**SG/FO/SRAs**	Core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
	4.11: Disseminate guidance on how to mobilize resources to include wetlands into the Agenda 2030, including information on possible funding sources (GEF, GCF, etc.) (Res XII.7), working with IOPs and other partners to enable more impact. (Previously TP Activity 1.2)	Develop guidance on how to mobilize resources to include wetlands into the Agenda 2030, including information on possible funding sources (GEF, GCF, etc.). in collaboration with IOPs and partners.	Guidance for CPs developed and disseminated on how to mobilize resources to include wetlands into Agenda 2030. Number of responses to requests for support from CPs on how to apply the above guidance.	Included in RM plan see 4.9.	Funder database completed and available to parties, resource mobilization tools completed and disseminated, and fundraising webinar provided to Parties.	**DRMO** (with SRA support) **Regional Team** **Comms team** (Regional Team)	Core/Non-core
	4.12: Mobilize additional resources for implementation of technical guidance and advice, including for supporting CPs' implementation of recommendations for conservation and wise use of Ramsar wetlands. (Previously TP Activity 14.5)	Fundraising for CPs to implement technical guidance and advice for wetland conservation and wise use.	Number of project where funds have been successfully raised for CPs to implement technical guidance and advice in support of the Convention.	Included in RM plan see 4.9.		**DRMO/DSP** (SG)	Core
Target 18: International cooperation is strengthened at all levels.	4.13: See C8	See C8	See C8	See C8	See C8	**SG/DSG/SRAs**	Core
	4.14: Strengthen collaboration with MEAs (Activities 17.4 to 17.6), IUCN, World Heritage, UNDP, UNESCO, UNECE and other World Bank, WHO, WMO, FAO, GEF and others.	Participate in BLG meetings, CBD (SBBSTA), CMS COP. Implementation of key activities under MOUs and joint work plans. Participate as appropriate in the Information and Knowledge Management Initiative (InforMEA).	Number of meetings attended with other MEAs, their related bodies and with the BLG. Number of key activities under the MOUs and joint work plans with other MEAs implemented. Number of meetings	Secretariat participation at relevant international and regional meetings in order to a) increase the mention of the Convention in meeting outcomes, reports, external media and other sources and b) increased joint collaboration with key	Strategic (new) representation of the Convention at international meetings. Convention's profile increased by greater mention in meeting outcomes, reports, external media and other sources.	**SG/DSG/SRAs** (DRMO)	Core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
	(Resolutions XI.6, XII.3 para.43 and XII.7) (Previously TP Activities 18.4 to 18.8) (Doc. SC53-03: Sec. CEPA AP Targets 1.5; 3.1; 3.6)	Build on existing relationships to increase outreach. The Strategic Plan 2016-2024 adopted by COP12 disseminated and promoted.	attended relating to InforMEA. Number of outreach campaigns with MEAs. Number of printed posters of the Strategic Plan 2016-2024 disseminated and promoted.	partners. Provide inputs to synergy processes under the CBD, UNEA and BLG. Leverage social media to bring increased visibility to the Convention. Priorities: HLPF on SDG 15 and 6 and related process (pending ability to participate); UNFCCC and CBD COPs; World Water Forum; Arctic Council. Explore regional opportunities where the Convention can have increased impact (e.g. EU). Geneva Mission briefings (2) focused on organization and focus of COP13 and SC54. Increase contacts with UN Missions (e.g. Grulac, Arab States). Participate in meetings of other MEAs, their related bodies and with the BLG. Key activities under the MOUs and joint work plans with other MEAs implemented. Meetings attended relating to InforMEA. Outreach campaign for Ramsar COP13, HLPF, CBD COP14, UNFCCC COP23.	Targeted collaboration with key processes. Increased engagement with Geneva Missions (new). Issues included in synergy processes of CBD, UNEA, BLG. Number of meetings attended with other MEAs, their related bodies and with the BLG. Number of key activities under the MOUs and joint work plans with other MEAs implemented. Ramsar inputs on key process and MEAs and InforMEA meetings. Evaluation of campaigns.		

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
		Development of strategic MOUs and joint plans with key partners in support of SP4 and CPs' work, with priority on IOPs.	Joint work plan agreed with IOPs and reflected in the renewed MOU. Number of strategic MOUs signed and joint activities developed and implemented to increase the level of engagement.	Renewed IOP MOU by SC54 and implementation. MOUs reviewed and submitted to SC54 along with guidance on when to partner and when MOUs are required.	Number of activities in the joint work plan implemented with IOPs as reflected in renewed MOU. Number of strategic MOUs signed and joint activities developed and implemented to increase the level of engagement.	**SG/DSG/DRMO/ DSP/SRA**	Core
	4.15: Provide technical support to CPs for the integration of SDGs at national level, e.g. sharing the data gathered on 6.6.1. Secretariat report to COP13 on opportunities for the Convention to further strengthen its contribution to the Post-2015 Sustainable Development Agenda and SDGs. (Resolution XII.3, para 41) (Doc. SC53-03: Sec. CEPA AP Target 3.1).	Participate in the group team for SDG indicators 6.6.1 and other relevant ones. Work with CPs on the provision of information on the extent of wetlands. Preparation of a toolkit to support CPs' contribution and reporting on SDGs.	Ramsar inputs provided to the group team for SDG indicator 6.6.1. Guidelines to support Contracting Parties on the provision of information on the extent of wetlands. Toolkit prepared to support CPs on reporting on SDGS.	See C8 + 1.3 Inputs provided to the target team on indicator 6.6.1 and directly to UNEP according to SC53-57 decision (2017). Participate in the meetings of the Inter Agency Expert Group on Sustainable Development Goals, and in the target team for indicator 6.6.1 and other ones. Prepare relevant information for the HLPF and other SDGs reports as appropriate. Submit paper to SC54 and COP13 in response to Resolution XII.3. Brochure published to illustrate how SP4 links to SDGs.	See C8 + 1.3 Infographics and a brochure to show how SP4 supports the SDGs developed. All CPs with access to the toolkit and contributing to the SDGs as they relate to wetlands. Ramsar visible and contributing to SDG 6.6.1. according to Decision SC53-17. Report on wetland extent based on COP13 reports for Indicator 6.6.1, HLPF and other relevant reports of SDGs.	**DSP** (SG/DSG/SRAs)	Core/Non-core

Target	Triennial Activity	2017 Activity	2017 Indicator	2018 Activity	2018 Indicator	Leader* (Contributors)	Core/Non-core budget item
Target 19: Capacity building for implementation of the Convention and the 4th Ramsar Strategic Plan 2016 – 2024 is enhanced. Priority to be given to least developed countries and consider opportunities for south-south learning.	4.16: Develop programmes on capacity building across the regions on key priorities e.g. Integration of SDGs, climate change, peatland inventories, management effectiveness. Developing toolkits on key themes. Training support at the regional level. Needs assessment. (Doc. SC53-03: Sec. CEPA AP Target 4.2; 4.3, 4.4).	Facilitate capacity building in regions on key priorities (see Target 16: website, SDGs pages, toolkit on management by STRP, peatlands case studies, RSIS training).	Number of capacity building opportunities made available to CPs, especially those that are least developed countries, in cooperation with regional initiatives, IPs and other partners.	Develop and implement the whole-of-Secretariat capacity building plan.	See Target 16.	**SRAs/DSP/ Comms team** (SG, DSG)	Core/Non-Core

Annex 2

Proposed Structure and Format for the Integrated Triennial Plan for 2019- 2021

1. In a Secretariat all-staff workshop of January 2017, and captured in document SC53-09, is the conclusion that the Secretariat requires a better framework to track its core functions and commitments, and its delivery of requests from Contracting Parties (CPs). Secretariat staff co-developed a revised format and structure for the Integrated Triennial Plan 2019- 2021, that responds to this conclusion and is better adapted to the Secretariat's requirements and reflects learnings from implementation of the 2016-2018 Triennial Plan.

2. As background, the process of revising the Annual Plans 2017 and 2018 highlighted that the existing format is not ideal. While there is a logic to structuring around the Goals and Targets of the 4th Strategic Plan (SP4), these targets represent the objectives and activities of CPs and not the specific requests made of the Secretariat nor its core functions. The existing format is not accessible nor does the SP4 language/structure translate sufficiently into practical action for the Secretariat.

3. The decision to propose a new framework was one that was not taken lightly. There were arguments that the existing planning template could be further improved and simplified. That said, there was a compelling logic to develop a format that is fit for the Secretariat's purpose and reinforces a "whole-of-Secretariat" approach.

4. The resulting framework is presented in this Annex. It is structured around seven core functions of the Secretariat, aligns with its organizational structure, and clarifies accountability and responsibility for achieving outcomes and impact. The Secretariat staff co-developed a clear purpose for each of these functions. In its current illustrative form, each function has a collection of the key activities/priorities that should be included, distributed such that there are no duplications across functions. Once the Conference of the Parties approves new Resolutions, these will be reflected in the Triennial Plan 2019-2021 to be submitted to the Standing Committee. It is also planned to review the Annual Plan 2018 to ensure that activities and their associated Decisions/Resolutions/SP4 Goals + Targets will in turn be represented in the revised Triennial Plan as appropriate, along with revised, SMARTer indicators.

5. The new format is to be further developed after COP13 so this format should be seen as indicative. There was however Secretariat agreement that it represents a means to plan in an integrated and accessible manner and allows for easy updating in terms of new Resolutions. The Secretariat exercise also identified the need to consider existing capacities and gaps when developing the new Triennial Plan.

6. The following snapshots are indicative illustrations of: 1. Overview of proposed functions and their purpose; and, 2. Illustrative sample of proposed plan format.

Table 1: Overview of proposed functions and their purpose

Function	Purpose
1. GOVERNING AND SUBSIDIARY BODY AND MEETING SERVICES	Secretariat ensures the efficient and effective provision of decision-making and accountability processes to support CPs.
2. ADMINISTRATION, HUMAN AND FINANCIAL RESOURCES	Secretariat ensures the effective and accountable management of resources, in alignment with IUCN policies and procedures.
3. IMPLEMENTATION SUPPORT	Secretariat supports the CPs, directly and as an enabler through and with others, to implement the Convention in line with the instructions provided by the COP.
4. SCIENTIFIC AND TECHNICAL SERVICES	Secretariat supports the CPs in getting scientific and technical guidance from STRP and other scientific bodies.
5. REPRESENTATION, POLICY, ENGAGEMENT AND INTERNATIONAL COOPERATION	Serves to reinforce the relevance and visibility of wetlands and the Convection, ensuring its inclusion in relevant policy processes and with key audiences.
6. RESOURCE MOBILIZATION	Secretariat utilizes a whole-of-Secretariat approach to mobilize resources to: 1. Generate non-core funding for activities within the Secretariat's current non-core budget; and, 2. Facilitate resource mobilization for CPs at the national and regional levels.
7. OUTREACH and STRATEGIC ENGAGEMENT	Serves to raise visibility for conservation and wise use of wetlands and the work of the Secretariat and CPs.

Table 2: Illustrative sample of proposed plan format

The example below illustrates the layout of proposed format. Moving left-to-right, it starts with the Triennial Result and Indicators. The third column is critical: a space to link with the Strategic Plan and track the Secretariat's mandate (Articles, Decisions, Resolutions). This will allow the document to be adapted to new and evolving mandates through the strategic cycle of the Convention. The remainder of the table includes the activities for each year, Lead/Support and Budget (Core/Non-Core) columns.

Function: 1. GOVERNING AND SUBSIDIARY BODY AND MEETING SERVICES			Purpose: Secretariat ensures the efficient and effective provision of decision-making and accountability processes to support CPs.			
Triennial Result:	**Reference to Strategic Plan/ Relevant Resolutions**	**AP19 Priority Activities:**	**AP20 Priority Activities:**	**AP21 Priority Activities:**	**Lead/ Support**	**Budget**
1.1 Organized and facilitated meetings of governing and subsidiary bodies according to the decisions, requirements and objectives provided to Secretariat. **TP KPIs:** *(dashboard level)* • SC 57-59 organised and facilitated • STRP xxx- yyy…	- Articles 6, 8, … - Resolution xxx, … - SP4 reference (as relevant) *(can be revised in the triennium period as necessary)*	Organize and facilitate: - SC XX - STRP YY - CEPA ZZ	Organize and facilitate: - SC XX - STRP YY - CEPA ZZ	Organize and facilitate: - SC XX - STRP YY - CEPA ZZ	SG/DSG, xxx, yyy	Core/Non-Core
1.2 Support development/ modification of operations of governing bodies (e.g. ROP, language, effectiveness) undertaken according to the decisions, requirements and objectives provided to the Secretariat. **TP KPIs:** *(dashboard level)* • Development/ modifications undertaken and delivered to governing bodies	- Articles 6.4, … - Resolution xxx, … *(can be revised in the triennium period as necessary)*	Development/ modification of the following elements: - Undertake review/ consolidation of open Resolutions and delivery of a report to SCxx - Undertake review of decision-making processes on behalf of xx and delivery of a report to SCxx	Development/ modification of the following elements: - Undertake review/ consolidation of open Resolutions and delivery of a report to SCxx - Undertake review of decision-making processes on behalf of xx and delivery of a report to SCxx	Development/ modification of the following elements: - Undertake review/ consolidation of open Resolutions and delivery of a report to SCxx - Undertake review of decision-making processes on behalf of xx and delivery of a report to SCxx	SG/DSG, xxx, yyy	Core