

## **Integrated Secretariat 2022 Annual Plan as an extension of the approved Triennial Plan for 2019-2021**

### **Action requested:**

The Standing Committee is invited to take note of and approve the Integrated Secretariat Annual Plan for 2022 as an extension of the approved Triennial Plan for 2019-2021, noting that this extension is a result of the postponement of COP14 and that the Annual Plan reflects the structure and format adopted in Decision SC54-10.

1. The Annual Plan for 2022 and Triennial Plan for 2019-2021 (AP/TP) in Annex 1 of the present document consolidates the efforts of the Secretariat to integrate and streamline triennial and annual work plans, as well as the CEPA Action Plan, into one framework, as approved by the Standing Committee in Decision SC53-07. It is based on the revised structure proposed by the Secretariat and approved by the Standing Committee in Decision SC54-10. Through the revised format and structure developed in 2019, it remains a clear framework to track the Secretariat's core functions and commitments, and to ensure the delivery of requests received from Contracting Parties. With the postponement of COP14 and the approval of the budget for 2022 by the third Extraordinary Meeting of the Conference of the Contracting Parties (ExCOP3) on 4 November 2021, the Secretariat has prepared the Annual Plan for 2022 as an extension of the existing Triennial Plan for 2019-2021.
2. The AP/TP is the result of a participative process that brought together all staff members of the Secretariat from 11 to 27 January 2022. Given the continuing COVID-19 pandemic restrictions, the process was managed through five virtual sessions spread over three weeks. These included four sessions with the Senior Management Team for the review of AP 2021 and the drafting of AP 2022. The resulting draft of AP 2022 and the thinking behind it were in turn presented to the entire Secretariat staff for review. The process fulfilled the Secretariat commitment to a formal year-end review to assess the work included in AP 2021, identify any gaps in implementation and learn lessons that could help improve its work in the following year.
3. The review process underlined that the Secretariat was highly successful in its implementation of AP 2021 through the year. It continued to apply the agility and adaptability to work within COVID-19-related challenges that it had developed in 2020. All the required preparatory work for SC59 and COP14 was completed as planned, though the face-to-face meetings were ultimately postponed because of the ongoing pandemic. There were important successes in organizing and supporting the virtual 59th meeting of the Standing Committee (SC59), which resulted in 38 decisions on time-sensitive issues, the 24th meeting of the Scientific and Technical Review Panel (STRP) and, especially, ExCOP3 which was also held virtually, a first for such a meeting, requiring a high degree of innovation and adaptability. Feedback on these

meetings received through satisfaction surveys was very positive.

4. It was noted that the virtual setting provided increased opportunities for the Secretariat to continue to contribute to a broader range of strategic global policy initiatives, including on the post-2020 Global Biodiversity Framework and the 2030 Agenda for Sustainable Development (in accordance with [Resolution XIII.7](#)), effectively “punching above its weight”.
5. The Secretariat also used virtual means to continue to increase its capacity building of and support to Contracting Parties including through whole-of-Secretariat capacity building efforts. The Secretariat achieved its goals, again using innovative means, and even though key face-to-face events were not held, preparatory work for the resumed session of SC59 and for COP14 is underway in 2022.
6. The new ways of working imposed by COVID-19 restrictions have associated costs. Working in a virtual environment is more time-intensive than working face-to-face. In line with guidance from the Swiss authorities, the Secretariat staff worked from home most of the year and the team did its best to adapt and respond to this challenge. While many of the changes could contribute to greater efficiencies in the future (for example, the use of webinars for increased engagement and capacity building) questions remain about activities that demand Secretariat staff travel, such as RAMs. The Secretariat has also recognized that given the higher level of effort required in this remote work context and the challenges mentioned above, it will have to continue to prioritize and target the activities included in the workplan to use its limited resources in the most efficient way.
7. The Secretariat will continue to adapt if the constraints of the pandemic are not eased. Staff wellbeing remains a central concern and has been the subject of specific support including collaborating with IUCN in a survey and webinars offered to staff, and a workshop organized by the Secretariat in early 2022.

## Annex 1

### Secretariat Annual Plan for 2022 and Triennial Plan for 2019-2021

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

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

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
<b>1.1 Organized and facilitated meetings of all governing and subsidiary bodies, including logistics, documentation, reporting, conference support and provision of support and advice to presiding and other officers. Activities of the bodies supported (includes COP, SC, STRP, pre-COPs, Working Groups).</b>	<p>Delivery of meetings in accordance with requirements and timely outputs:</p> <ul style="list-style-type: none"> <li>• SC57- 61</li> <li>• STRP 22- 24</li> <li>• COP14</li> <li>• WGs as requested</li> </ul> <p>Governing and subsidiary bodies established, and support provided for their operation.</p>	<p>Organize and facilitate:</p> <ul style="list-style-type: none"> <li>• STRP 22</li> <li>• SC57</li> <li>• Executive Team</li> <li>• Working Groups including: Management, Strategic Plan, Observer Status, Effectiveness, Regional Initiatives, CEPA Oversight Panel, Subgroup on Finance, Subgroup on COP14.</li> </ul>	<p>Organize and facilitate:</p> <ul style="list-style-type: none"> <li>• STRP 23</li> <li>• SC58</li> <li>• Executive Team</li> <li>• Working Groups including: Management, Strategic Plan, Observer Status, Effectiveness, Regional Initiatives, CEPA Oversight Panel, Subgroup on Finance, Subgroup on COP14.</li> </ul>	<p>Organize and facilitate:</p> <ul style="list-style-type: none"> <li>• ExCOP3</li> <li>• STRP 24</li> <li>• SC59/2021</li> <li>• Executive Team</li> <li>Working Groups including: Management, Strategic Plan, Observer Status, Effectiveness, Regional Initiatives, CEPA Oversight Panel, Subgroup on Finance, Subgroup on COP14.</li> </ul>	<p>Organize and facilitate:</p> <ul style="list-style-type: none"> <li>• Meeting of STRP</li> <li>• SC59/2022</li> <li>• COP14</li> <li>• Executive Team</li> <li>• Working Groups including: Management, Strategic Plan, Observer Status, Effectiveness, RRI, CEPA Oversight Panel, Subgroup on Finance, Subgroup on COP14.</li> </ul>	<p>Delivery of meetings in accordance with specific requirements and timely outputs and Secretariat support.</p> <p>Satisfaction surveys and participant feedback incorporated into future meetings.</p>	DSG / SA Americas	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
Convention <a href="#">Article 8 a.</a> ; Rules of Procedure, especially Rules 26 and 27; and Resolutions <a href="#">XIII.4</a> , <a href="#">XII.5</a> , <a href="#">XIII.5</a> , <a href="#">XIII.8</a> , <a href="#">XIII.9</a> , <a href="#">XIII.18</a> .				Continue to apply new knowledge and solutions to holding meetings and/or decision-making virtually, as dictated by evolving COVID restrictions.	Continue to apply new knowledge and solutions to holding meetings and/or decision-making virtually, as dictated by evolving COVID restrictions.			
		Analyse implications of joined meetings of SC and STRP (Resolution <a href="#">XIII.8</a> ).	Organize special session for SC58 with participation of STRP on inventories (Decisions SC57-25, SC57-54).	Provide update on inventories to SC59/2021 (Decisions SC57-25, SC57-54).	Provide update on inventories to SC59/2022 (Decisions SC57-25, SC57-54).	Session organized, adapted to opportunities and SC59 planning.	SA Americas / DSP	Core
		Conduct a preparatory briefing to incoming members of SC ( <a href="#">XIII.4</a> ).	No action until 2021.	No action until 2022.	Briefings provided during regional pre-COP regional meetings on responsibilities of SC members and selection process.  Preparatory briefing provided to new SC selected at COP14 following the event again when decision is made on final		SA America	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
					appointment of SC members.			
		Establish STRP membership <a href="#">(XII.5)</a> .	Completed.	Ensure STRP support for development of draft Resolutions and post-COP14 follow-up.	Ensure STRP support for development of draft Resolutions and post-COP14 follow-up.  Initiate process for establishment of STRP membership.	Group supported and decisions followed up.  STRP membership process launched.	DSP	Core
		Complete nomination process for CEPA Oversight Panel for decision by SC57 <a href="#">(XIII.5)</a> and support its operation.	Completed.	No action for 2021.	Post-COP14 follow-up.	Group supported and decisions followed up.	DSG	Core
		Support establishment of Working Group on RRI at SC57 <a href="#">(XIII.9)</a> .	Support to group continues (see above).	Support to Working Group completed as draft resolution and Operational Guidelines submitted at SC59.	Provide support as needed for the consideration of the draft resolution and Operational Guidelines by SC59/2022 and follow-up for COP14.	Group supported and operational guidelines submitted to COP14 by SC59/2022.	SA Asia / Americas	Core
		Encourage gender parity in Convention	Continue to encourage CPs to consider gender	Continue to encourage CPs to consider gender	Continue to encourage CPs to consider gender	Gender parity encouraged in invitations to	DSG / SA Americas	NC (secured)

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
		meetings and building capacity of delegates ( <a href="#">XIII.18</a> para 16).	parity for all events and to include gender balance metric in Secretariat reporting.	parity for all events and to include gender balance metric in Secretariat reporting.	parity for all events and to include gender balance metric in Secretariat reporting.	Convention meetings.		
			Develop guidance for CPs on mainstreaming gender and deliver capacity building to SC58 delegates on gender.	Launch of guidance on mainstreaming gender through webinar format.  Prepare a document for SC59 of proposals to consider for COP14.	Provide further training via webinars and consider possible session at SC59 or COP14.  Include an analysis of gender inclusion in NR and analysis as per para 18 XIII.18 in the global implementation report presented to COP14.	Guidance developed and number of delegates that received training.  Submission of document to COP14 for decision.	DSP / RMO  SAs	Core
			Report to SC58 on gender balance.	Include gender balance reporting in SG report to SC59 and COP14.	Include gender balance reporting in SG report to SC59 and COP14.	Report to SC on gender balance change from SC57 to SC59.	DSG / RMO	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
<b>1.2 Support provided to CPs in tracking their implementation of the Strategic Plan through their National Reports (NRs) and in reviewing the SP. Resolutions. <a href="#">XIII.5</a>, <a href="#">XIII.13</a>, <a href="#">XIII.18</a>.</b>	CPs have submitted National Reports.  Global Implementation Report presented to COP14.	Prepare proposal for SC57 on revised format for National Reporting, taking into account decisions on peatlands and gender ( <a href="#">XIII.13</a> para 22, <a href="#">XIII.18</a> para 22).	Preparatory support for CPs on NRs for COP14.	Follow-up and support for submission of NRs for COP14.  Preparation of Global Implementation Report for COP14.	Follow-up with CPs that still need to submit NRs for COP14.  Preparation of Global Implementation Report for COP14.	Guidance, training, and webinars provided.  Increased awareness of NR tools and content.  Global Implementation Report submitted to COP14.	SAs	Core
	Proposed revision of Strategic Plan prepared.	Support Strategic Plan Working Group in their review of the SP as per process in <a href="#">XIII.5</a> .	Interim review presented to SC58. Final revisions completed for SC59 and presentation to COP14.	Final report for SC59 and draft resolution for COP14.	Support SPWG to finalize resolution for presentation to COP14.	Process continues in accordance with Resolution <a href="#">XIII.5</a> and SC59 Decisions.	SA Europe	Core
<b>1.3 Strengthened engagement with CPs.</b>	Increased engagement with CPs in capitals and Geneva missions.	Enhance relationships with CPs' Geneva missions.	Organize one Geneva mission briefing before SC58.  Develop and implement a plan to enhance contacts and reach with Geneva-based missions.	Organize virtual global briefing(s) before SC59 and/or for the 50th Anniversary.  Develop and implement a plan to enhance contacts and reach with Geneva-based missions.	Organize virtual global briefing before SC59/2022.  Develop and implement a plan to enhance contacts and reach with Geneva-based missions.	Organization of virtual global briefing.  Number of meetings with Geneva-based missions.	SG / DSG  SAs	Core  Core
		Enhance relationships with	Secretariat maintains relationships with	Secretariat maintains relationships with	Secretariat maintains relationships with	Meetings with AA/NFPs in capitals (included	SMT	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
		AA/NFPs in capitals.	AA/NFPs in capitals.	AA/NFPs in capitals, adapting to virtual engagement.	AA/NFPs in capitals, adapting to virtual engagement.	as part of Ramsar country or regional visits, or virtually).		
<b>1.4 Support the efficiency of operational processes of governing and subsidiary bodies of the Convention.</b>  Resolutions <a href="#">XIII.3</a> , <a href="#">XIII.4</a> , <a href="#">XIII.9</a> and <a href="#">SC55-12</a> .	Proposal for review of all previous Resolutions and decisions (validity, applicability, consistency, contradictions, etc.) developed with recommendations to SC57 and SC58, and process supported.	Prepare a proposal for SC57 on the review of all previous Resolutions and decisions and follow-up on their decision ( <a href="#">XIII.4</a> ).	Process continues as tasked by SC57-19, SC58 and <a href="#">XIII.4</a> .	Revised proposal presented to SC59. Follow-up on the decisions of SC59.	Revised proposal presented to SC59/2022. Follow-up on the decisions of SC59/2022.	Proposal presented to SC59/2022 reflecting comments from SC58.	DSG	Core
		Review RRI Resolutions and decisions for consideration of RRI WG and presentation at SC58 ( <a href="#">XIII.9</a> para 30).	Update the RRI legal analysis and support the RRI WG and report to SC58.	Secretariat support to RRI WG in preparation of draft resolution for SC59 and COP14.	Completed.	Completed.	SA Asia / Americas	Core
	Review of Rules of Procedure conducted including recommendations for SC57 and SC58.	Develop proposal to review the ROPs ( <a href="#">XIII.4</a> ) for SC57 for decision and follow-up.	Review ROPs for SC58 with inputs received from Parties.	Present ROPs to SC59, reflecting the inputs received from Parties.	Present ROPs to SC59/2022, reflecting the inputs received from Parties.	Revised ROPs submitted to SC59 for further guidance.	DSG	Core
			Follow-up on SC58 decisions in terms of COP14 preparation.	Based on SC59 comments, draft COP14 ROPs.	Based on SC59/2022 comments, draft COP14 ROPs.	SC59 decisions integrated into COP14 preparation.	DSG	Core
Proposal prepared with options on Observer Status to	Prepare options on Observer Status to UNGA	Support WG on Observer Status	Support WG and submission of report to SC59.	Support WG and consultancy and preparation of	WG supported. Report submitted to SC59.	SA Americas	Core	



Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
	UNGA and for participation of Secretariat in relevant events in UN system.	for SC57 with interested CPs ( <a href="#">SC55-12</a> ).	and submission of report to SC58.  Manage consultancy for legal analysis of options.	Second consultancy for 2021 on financial analysis of the options approved by SC59.	further report for SC59/2022.  Consultancy ongoing.	Second consultancy completed.	SA Americas	Core
	Retirement of working groups supported.	Request reports from the Chairs of subsidiary bodies retired by the COP ( <a href="#">XIII.3</a> ) to be provided to SC57.	Completed.	Completed.	Completed.	Completed.	SG	Core
	New Contracting Parties to the Convention.	Encourage accession through CPs, IOPs and other partners (Res. <a href="#">VI.16</a> and <a href="#">4.5</a> ).	Continues.	Continues.	Continues.	New candidates for accession supported.	SMT	Core
	Support provided to implement language strategy.	Support interested CPs to implement and resource the language strategy of Resolution <a href="#">XIII.6</a> .	Continue support to the language strategy of Resolution XIII.6.  Further translations of the Convention by Parties published on the website as documents not in the official languages of the Convention.	Continue support to the language strategy of Resolution XIII.6.  Continue to make available documents translated and provided by Parties.	Continue support to the language strategy of Resolution XIII.6.  Continue to make available documents translated and provided by Parties.	Progress against language strategy.  Documents provided by CPs published in languages beyond the official languages of the Convention on the website.	DSG  DSG	NC  NC

<b>Function:</b>  <b>2. ADMINISTRATION, HUMAN AND FINANCIAL RESOURCES</b>	<b>Purpose:</b>  Secretariat ensures the effective and accountable management of resources, in alignment with IUCN policies and procedures.
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Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
<b>2.1 Ensured management of Secretariat Human Resources in line with IUCN policies and standards including: support organizational structure / recruiting; provide HR advice; support performance management; support staff duty; ensure staff engagement.</b>	Compliance with IUCN HR policy and standards. Ongoing delivery of HR services.	Timely and effective management of human resources.	Continues.	Continues.	Continues.	HR matters managed in compliance with IUCN HR policies, procedures and standards.	HRO / SMT	Core
		Implement IUCN compensation policy and competency framework.	Implement competency framework pending IUCN framework completion.	Competency framework waiting on IUCN.  Implement new compensation and performance management guidelines.	Discontinued by IUCN.  Implement new compensation and performance development programme.	Ensure implementation of revised frameworks and guidance from IUCN and adapted to Ramsar Secretariat.  Guidelines implemented.	HRO / SG	Core
		Explore relevance of IUCN new HR initiatives for Ramsar, and their costs.	Continues.	Continues.	Continues.	Relevant new HR initiatives identified and rolled out, costs permitting.	HRO / SG	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
	Developed Secretariat human resources.	Organize and deliver training according to needs assessment of 2017.	Update the training needs assessment.	Identify needs and continue to provide training opportunities to address them.	Identify needs and continue to provide training opportunities (including wellbeing and resilience) to address them. Potential adoption of Staff Care and Recognition Programmes of IUCN.  Conduct wellbeing training for all staff.	Training needs assessment updated, and Secretariat HR plan developed and implemented.	HRO / SG	Core
		Delivery of Secretariat gender training ( <a href="#">XIII.18</a> , para 17).	Completed.	Completed.	Completed.		HRO / RMO	NC
	Results of staff engagement survey.	Develop staff engagement survey in 2019.	Develop and conduct staff engagement survey.	Consider options, drawing on IUCN's ongoing development of tools and when IUCN will next deploy a staff engagement survey.	Pending IUCN priorities for 2023 (defined in Q4/2022).	Options explored, adapting to needs of Secretariat and its staff, and drawing on IUCN and its tools.	HRO / SG	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
				Ensure that the Secretariat draws on IUCN approach to addressing staff wellbeing linked to COVID and remote working.	Implement staff wellbeing initiatives adapted to Secretariat.	Secretariat develops means to better monitor wellbeing of Secretariat staff and support offered to staff as required.		
<b>2.2 Effective and efficient financial and procurement management of Secretariat, in line with IUCN policies and standards, including: management of financial resources including preparation and monitoring of annual budgets, audit, annual contributions, non-core funds management and reporting, travel and contract management, manage service arrangements with IUCN.</b>	Compliance with IUCN financial standards.	Timely and effective management of core and non-core budget.	Continues.	Continues.	Continues.	Management of core and non-core budget in compliance with IUCN standards.	FM / SMT	Core
	Audited accounts and appropriate follow up to management letter.	Prepare financial documents for SC57.	Prepare financial documents for SC58.	Prepare financial documents for SC59.	Prepare financial documents for SC59/2022.	2021 audited accounts and Secretariat report on financial management presented to SC59/2022.	FM / SG	Core
				Approval of 2022 budget by ExCOP	Presentation of new triennium budget for COP14.	Triennium budget approved by COP14.		
	Response to specific SC and COP requests.	Implement recommendations of the review of non-core funds (including internal controls) <a href="#">SC55 Doc 8.2</a> requested by <a href="#">SC53-33</a> .	Continues.	Continues.	Continues.	Presented to SC59/2022.	FM / SG	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
Resolution <a href="#">XIII.2</a> , <a href="#">SC53-33</a> and SC55 Doc.8.2.		Disburse African voluntary contributions to RRI in accordance with Res. <a href="#">XIII.2</a> .	Provide to African Regional Representatives the proposals received from RRI in Africa for decision on disbursement of AVC funds in 2020.	Continues in line with Decision SC58-16.	Implement disbursement of remaining balances in line with Decision SC58-16. Inform Regional Representatives of balances for future proposals at SC59/2022.	Disbursement of funds implemented as per decision and reports received.	FM / SA Africa	Core
		Follow-up on outstanding contributions from CPs ( <a href="#">XIII.2</a> ).	Continues. Submit proposal to SC58 on group approval on outstanding contributions for audit.	Completed and implemented decision of SC58.	Continues.	Outstanding contributions presented to and approved by SC.	FM / SMT	Core
<b>2.3 Maintained Information Management systems and new technology that enable the work of the Secretariat in support of the CPs.</b>	Change in technology solutions increase the effectiveness, efficiency of the Secretariat and its support of CPs.	Migrate Convention website to new host.	Optimize new infrastructure and consider further enhancements.	Continue to identify and consider further enhancements.	Continue to identify and consider further enhancements, including upgrading website for improved reliability, stability and security.	Speed and reliability of Convention website.	DSP	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
Resolutions <a href="#">XIII.2</a> and <a href="#">XIII.4</a> .		Add functionality to the existing CRM (contacts management) platform as required.	Consider further enhancement of platform and functionality.	Continue to identify and consider further enhancements.	Continue to identify and consider further enhancements.	Metrics from CRM.	DSP	Core
		Use new technology solutions that enable the Secretariat to effectively and efficiently support CPs ( <a href="#">XIII.2</a> ).	Actively maintain RSIS and consider further enhancements. Enhance current and deploy new technology solutions for key functions of the Secretariat such as capacity building and provision of technical advice and dissemination of materials ( <a href="#">XIII.4</a> paras 29 and 30).	Continue to actively maintain RSIS and consider further enhancements.  Build on the technology successes of 2020 and continued adaptation to COVID restrictions and managing events and processes remotely.	Continue to actively maintain RSIS and consider further enhancements in line with Resolution XI.8.  Continue to identify and consider technology solutions that enable the Secretariat to effectively support CPs, including in managing events, registration, online engagements, etc.	RSIS is operational and enhanced as required.  Secretariat enhances processes by efficiently using new and available technologies.  Parties benefit from systems put in place, such as registration for events and management of online meetings.	DSP	Core
<b>2.4 Developed and maintained processes and systems that are fit for purpose and support the</b>	Secretariat processes and systems respond to requirements of transparency and accountability.	Maintain transparency and accountability of administration and management of the Secretariat.	Continues.	Continues.	Continues.	Timely publication of relevant documents and reports on Ramsar website ( <a href="#">XIII.2</a> ).	SG / SMT	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
<b>work of the Secretariat and CPs.</b>  Resolution <a href="#">XIII.2</a> and <a href="#">SC54 Report</a> .	Development and implementation of standard operation procedures.	Development of SOPs to standardize, enhance efficiency of the Secretariat's work and its engagement with CPs, while reinforcing institutional memory.	Continues.	Continues.	Continues.	SOPs in place for key functions of the Secretariat ( <a href="#">SC54 Report Annex 2</a> ).	DSG / SMT	Core

<b>Function:</b>  <b>3. IMPLEMENTATION SUPPORT</b>	<b>Purpose:</b>  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.
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Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
<b>3.1 List of Wetlands of International Importance: CPs are supported in the designation and update of information on Ramsar Sites and in addressing changes in the ecological character of Sites.</b>  <b>Maintain the List of Wetlands of International Importance and keep CPs informed of its status and any changes.</b>  Ramsar Convention, <a href="#">Article 8.</a>	Reports to COP14 and SC (annually).	Maintain the RSIS and updated information on Ramsar Sites.	Continues. Consider further enhancement of internal processes for efficiency.	Maintain the RSIS and update information on Ramsar Sites.	Maintain the RSIS and update information on Ramsar Sites.  Follow-up on SC59/2022 decisions.  Explore activities that would facilitate higher rates of updating.	RSIS maintained and information updated.  Internal processes streamlined to increase efficiency.	SA Europe / DSP	Core
		Provide support and advice to CPs on how to designate and update information on Ramsar Sites.	Continues. Consider further enhancement of internal processes for efficiency.	Revisit the format of the training / webinars provided to Parties and ensure ongoing provision of training / webinars on needs identified by CPs (see 3.4).	Delivery of webinars and then individual tailored support to Parties as required (see also 3.4).	Timely response to requests.  Number of trainings / webinars, number of participants.		
		Advise and support CPs on Article 3.2 cases and Montreux Record. Priority	Continues. Consider further enhancement of internal processes for efficiency.	Continues. Explore the means by which to support CPs.	Continues.	All relevant cases addressed.  Enhanced processes lead to	SAs	Core



Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
		given to longer-standing Sites ( <a href="#">XIII.10</a> para 18, <a href="#">XIII.11</a> para 19).				increased efficiency.		
		Develop Secretariat procedure on how to address and progress <a href="#">Art.3.2</a> reports received.	Ongoing.	Continues. Review of existing procedure will result in a revised systematized approach to open Art. 3.2 reports.	Implement the Art. 3.2 SOP.	Art. 3.2 procedure streamlined and translated into SOP.	DSG	Core
		Organize Ramsar Advisory Missions (RAMs) upon request and fundraise as required ( <a href="#">XIII.11</a> para 17), prioritizing Sites that are facing problems similar to other Sites ( <a href="#">XIII.11</a> para 11).	Continues. Consider further enhancement of internal processes for efficiency.	For requested RAMs where travel is not possible due to COVID, preparatory work will be initiated virtually.  Explore means used by other MEAs to adapt to COVID travel restrictions and duty of care considerations for RAM participants.	RAMs will be undertaken based on operational guidance for RAMs ( <a href="#">XIII.11</a> ) and considering limitations to travel due to COVID.  Apply IUCN travel guidelines for Secretariat staff and consultants, that evaluates risk and duty of care.	RAMs prepared, funds raised, RAMs and follow-up implemented.  Travel undertaken in accordance with IUCN guidelines.	DSG / SAs  DSG	NC

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
		Prepare operational guidance for RAMs with STRP for SC57 ( <a href="#">XIII.11</a> para 15, 19 and Annex 1).	Completed.	Completed.	Completed.	Secretariat compliance with RAMs operational guidance.	SA Europe / DSP	Core
		Prepare annual report to SC57 on status of the Ramsar List.	Prepare annual report to SC58 on status of the Ramsar List.	Prepare triennium report to SC59 for submission to COP14 on status of the Ramsar List.	Follow-up on SC59 decisions.	Document submitted to SC59.	SA Europe / SAs	Core
		Update the strategic framework for wetland designation to include guidance on peatlands ( <a href="#">XIII.12</a> para 13).	Completed.	Completed.	Completed.		DSG / SG	Core
		Develop protocols for direct database-to-database transfer of data ( <a href="#">XIII.10</a> para 25).	No further activity as per SC57 intervention by STRP Chair.	Completed.	Completed.		SA Europe	Core
<b>3.2 Technical advice provided in an effective, efficient, and coordinated way, aligned with the</b>	CPs (NFP / AAs and National Committees where applicable) have established	Work with CPs on the completion of national wetland inventories and on wetland extent to report on SDG	Continues.	Continue supporting Parties. Report submitted to SC59/2021.	Continue supporting Parties. Report to be considered by SC59/2022.	CPs supported for the completion of wetland inventories and wetland extent measurements.	SA Americas / DSP	Core / NC

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
<p><b>priorities established by the COP, in order to support CPs to implement the Convention.</b></p> <p>Inventories Resolutions <a href="#">X.15</a>, <a href="#">VIII.6</a>, <a href="#">XIII.10</a>.</p>	<p>national wetland inventories.</p> <p>CPs use all wetlands wisely.</p>	<p>Indicator 6.6.1 (<a href="#">XIII.7</a> para 40) including inventories of Blue Carbon wetlands (<a href="#">XIII.14</a>) and Arctic/Sub-arctic wetlands (<a href="#">XIII.23</a>) and earth observation for inventories and monitoring changes and contact relevant technical partners, (<a href="#">XIII.10</a> para 23).</p>	<p>Development and launch of toolkit, training and fundraising proposal.</p> <p>Report on status of extent for Indicator 6.6.1 submitted to DESA.</p>	<p>Continues.</p> <p>Continue annual report to DESA on 6.6.1 and contribution to UNSG report on the SDGs.</p>	<p>Continue dissemination of toolkit, training and fundraising proposal.</p> <p>Continue annual report to DESA on 6.6.1 and contribution to UNSG report on the SDGs.</p> <p>Consultancy ongoing to collect further data on inventories to report on indicator 6.6.1.</p>	<p>Use of toolkit, training and fundraising proposal.</p> <p>Report on status of extent for indicator 6.6.1 submitted to DESA (based on COP14 NRs) and new data collected.</p>		
	<p>CPs urged to include into their NR for COP14 progress on implementation of Global Action on Peatlands (para 22), sex-disaggregated information (<a href="#">XIII.18</a> para 22), and on agriculture (<a href="#">XIII.19</a> para 27).</p>	<p>Adjust format of NR for COP14 to be proposed to SC57.</p>	<p>Completed.</p>	<p>Completed.</p>	<p>Completed.</p>			<p>SA Americas / SMT</p>

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
	Interested CPs surveyed and their capacity supported to address and work in partnership with existing networks for blue carbon ( <a href="#">XIII.14</a> para 13).	Survey interested CPs and facilitate their capacity building on blue carbon ecosystems including communication and sharing of information.	Dependent upon funding. Determine how the funded STRP consultancy on blue carbon can further support this task.  Ongoing as no timeline provided by XIII.14.	Capacity building and / or outreach activity based on STRP results.	Support to STRP to continue work on blue carbon in line with Resolution XIII.14 including development of guidance on prioritising sites for restoration and protection of blue carbon.	Guidance published and launched.	DSP	SAR
	Gender perspective mainstreamed in SP and CEPA Programme ( <a href="#">XIII.18</a> para 14).	On the basis of guidance developed by STRP, support parties to mainstream gender in SP and CEPA.	Develop guidance and organize training sessions for CPs to mainstream gender.	Launch of gender guidance and training in 2021.  Gender annex to be included in the SP review.	Refer also to Function 2.1.  Completed and integrated in SP review and revised CEPA draft resolution for COP14.	Guidance and capacity building developed, and training implemented by Secretariat.  Gender perspective and mainstreaming included in SP and CEPA draft resolution for COP14.	RMO	NC
	Wetland City Accreditation process supported, and new nominations submitted to and accepted by COP14.	Prepare Wetland City Accreditation document to seek guidance for future work from SC57 ( <a href="#">XII.10</a> ).	Receive, validate, and transmit nominations to IAC.	Plan awards ceremony in cooperation with COP14 Host Country.	Facilitate presentation of cities recommended by the IAC for accreditation to the Standing Committee for	Selected cities are recognized at COP14 in accordance with Resolution XII.10	DSG	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
		Follow guidance provided by Decisions SC57-24 and SC57-31.	Ongoing.	Ongoing.	approval and plan awards ceremony in cooperation with COP14 Host Country Ongoing.	Support to IAC in line with guidance provided by Decisions SC57-24 and SC57-31.		
	Wetland projects managed by the Secretariat have substantially supported CPs and their implementation activities.	Management of projects and programmes including: Swiss Grant for Africa, Wetlands for the Future, Nagao, Cariwet and others.	Continue. Consider further enhancement of internal processes of grant management for efficiency.	Continue with same focus on further enhancement of internal processes of grant management for efficiency. There are some COVID-linked delays in project implementation by some grant recipients.	Continue with same focus on grant management and accommodating COVID-linked delays in project implementation by some grant recipients.	Projects being implemented and managed according to donor requirements.	SAs	NC
		Prepare process to phase out the Small Grants Fund programme upon exhaustion of currently available resources ( <a href="#">XIII.2</a> ) and support	Continues. Receive year one reports and based upon those disburse final tranche of funding. Final report prepared for SC59.	Continues. Follow-up with grant recipients to ensure completion of projects in accordance with proposals and final reports received. There	Ensure submission of final reports by grant recipients. Update Subgroup on Finance on status of closure of the Small Grants Fund.	Final reports received.	DSG / SAs	NC

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
		projects identified in SC57-51.		are some COVID-linked delays in project implementation by some grant recipients.				
<b>3.3 International Cooperation: Secretariat has supported CPs in implementing RRs, regional projects and programmes and the management of transboundary sites; open call for proposals for new RRs made prior to COP14.</b>  Resolutions <a href="#">XIII.9</a> and <a href="#">XIII.2</a> .	SC annually informed on RRs status.	Prepare the annual update on the status of RRs.	Prepare the annual update on the status of RRs.	Prepare the annual update on the status of RRs.	Prepare the annual update on the status of RRs.	Report submitted and endorsed by SC59/2022.	SA Asia / SAs	Core
	RRs supported in the development and implementation of their work plans ( <a href="#">XIII.9</a> para 21).	Provide advice to RRs to enhance their capacity and effectiveness.	Provide advice to RRs to enhance their capacity and effectiveness.	Provide advice to RRs to enhance their capacity and effectiveness.	Provide advice to RRs to enhance their capacity and effectiveness.	RRs operate in accordance with <a href="#">XIII.9</a> para 8.	SAs	Core
		Support fundraising for RRs projects and manage non-core resources as directed ( <a href="#">XIII.9</a> para 17- in light of <a href="#">XIII.2</a> Annex 4).	Support fundraising for RRs projects and manage non-core resources as directed ( <a href="#">XIII.9</a> para 17- in light of <a href="#">XIII.2</a> Annex 4).	Support fundraising for RRs projects and manage non-core resources as directed ( <a href="#">XIII.9</a> para 17- in light of <a href="#">XIII.2</a> Annex 4).	Support fundraising for RRs projects and manage non-core resources as directed ( <a href="#">XIII.9</a> para 17- in light of <a href="#">XIII.2</a> Annex 4).	Support fundraising for RRs projects and manage non-core resources as directed ( <a href="#">XIII.9</a> para 17- in light of <a href="#">XIII.2</a> Annex 4).  Promote Secretariat internal exchange across regions to develop best practices in supporting RRI fundraising.	Funds raised with Secretariat assistance.	SAs / RMO

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
		Promote awareness of the role and achievements of RRI (XIII.9 para 20, 22).	Address this activity through revision of the RRI reporting template for 2020 reports.	Continue to maintain and update RRI web page.	Revise the RRI web page to present a consistent presentation of the available information on RRI.	Update to the RRI webpage on Convention website.	DSG / SAs	Core
	Call for new RRI proposals made prior to COP14 (XIII.9 para 13). Summary assessment on RRI's operations and achievements prepared for COP14 (XIII.9 para 28).	[Activities for 2020/21]	Open the call for proposals for new RRI to be endorsed by SC59 (XIII.9, para 13).	New proposals assessed and summary presented to SC59/2021 for endorsement.	New proposals presented to SC59/2022 for endorsement. Follow-up on decisions made by SC59/2022.	Proposals compiled for presentation at SC59/2022.	SA Asia	Core
		[Activities for 2020/21]	Revise the RRI reporting template for 2020 reports on the basis of Decision SC57.11.	SC58 RRI reporting template to be addressed by SC59.	SC58 RRI reporting template to be addressed by SC59/2022.	Follow up to decision of SC59/2022 on the template prepared for SC58.	SA Asia	Core
<b>3.4 Secretariat has effectively contributed to strengthen the capacity of CPs in their implementation of the Convention. Priority given to least-developed countries and</b>	Increased capacities built in CPs, with a priority on least-developed countries and support to south-south cooperation.	Develop a capacity-building plan based on needs assessment and addressing priority areas as requested through COP13 Resolutions.	Develop and begin implementation of a capacity-building plan based on needs assessment and addressing priority areas as requested through COP13 Resolutions.	Continue to scale up the development and delivery of capacity building that is in line with needs of Parties as determined through Resolutions, decisions, and urgent challenges.	Develop a comprehensive capacity-building plan, building on the results of 2021 and using a whole-of-Secretariat approach, and ensure resourcing.	Capacity-building plan developed and implemented in partnership with relevant organizations (XIII.7 paras. 41, 42).	DSP	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
<b>opportunities for south-south learning.</b> <a href="#">Target 19 SP, XIII.8</a> para 18, <a href="#">XIII.10</a> para 23, <a href="#">XIII.14</a> para 13 and <a href="#">XIII.15</a> para 22.	Capacities of national focal points increased through regional training ( <a href="#">XIII.8</a> para 18).		Explore means of delivering capacity building beyond face-to-face meetings.	Scale-up delivery of further virtual means of delivering capacity building, drawing on significant lessons and investments of 2020.	Continue delivery of capacity building through virtual means, drawing on lessons and investments of 2020/2021. See also 1.1.	Capacity building offered through virtual means.	DSP / SMT	SAR
	Supported CPs in their capacity to implement blue carbon policies ( <a href="#">XIII.14</a> para 13).		Subject to resourcing and linked to STRP.	Explore active outreach of STRP high-priority outputs.	Continue the active outreach of STRP high-priority outputs, including organization of webinar.	Blue carbon webinar organized.	DSP / SMT	SAR



<b>Function:</b>  <b>4. SCIENTIFIC AND TECHNICAL SERVICES</b>	<b>Purpose:</b>  Secretariat supports the CPs in getting scientific and technical guidance from STRP and other scientific bodies.
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Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
<b>4.1: STRP supported by the Secretariat to deliver its triennium work plan by:</b> - Facilitating preparation and production of high priority outputs under high priority tasks in work plan; and, - Ensuring STRP products are policy relevant and adapted and communicated to specific target audiences.  Resolution <a href="#">XII.5</a> , <a href="#">XIII.8</a> .	Adoption and implementation of the STRP work plan 2019- 2021.	Support STRP in the development of the STRP work plan 2019-2021 at STRP22 for SC57, including mandate in different COP13 Resolutions.	Completed.	Support STRP in identifying proposed priorities for the next triennium for SC59 and COP14.	Continue support to STRP in completing pending tasks of the STRP work plan, finalising priorities for the next triennium for SC59/2022 and submission of draft resolution for COP14.  Follow-up on SC59/2022 outcomes and COP14 decisions, exploring means to facilitate the mandate of STRP in line with Resolution <a href="#">XaII.5</a> towards rapid adoption of the triennial STRP workplan and	STRP makes a proposal of priorities to SC59/2022 and draft resolution to COP14.	DSP	Core / NC

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
					establishment of the Panel.			
	Delivery of STRP outputs as per its work plan 2019-2021.	Support STRP in implementation of its work plan and delivery of outputs.	Support delivery of high-priority tasks.	Support finalization and production of STRP high-priority tasks.	Publish the STRP high-priority products in three official languages.	STRP supported in delivery of outputs.  STRP products published and available online in three official languages.	DSP	Core / NC
	As appropriate, liaison established with IPCC to provide relevant information produced by STRP on blue carbon ( <a href="#">XIII.14</a> para 14).		Provide relevant information from STRP to IPCC.	Provide relevant information from STRP to IPCC.	Share STRP blue carbon product with IPCC and invite engagement in launch and outreach.  Continued exchange of information with IPCC on the next triennial STRP work plan and IPCC work programme.	Information produced by STRP provided to IPCC.  Engagement with IPCC in relation to work planning.	DSP	SAR

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
<b>4.2: Secretariat has contributed to ensuring that wetlands and the Convention are addressed in relevant scientific processes and the Convention contributes to other scientific processes (CSAB, IPBES, IPCC, technical bodies of other MEAs).</b>  Resolution <a href="#">XIII.8</a> .	Wetlands and the Convention are addressed in relevant scientific processes and collaboration promoted.	Engagement with relevant technical bodies (IPBES 7, SBSTTA 23), Chairs of the Scientific Advisory Bodies of the Biodiversity-related Conventions and other MEAs (CSAB).	Engagement with SBSTTA 24. Continued collaboration with IPBES processes.	Virtual engagement continued with SBSTTA 24 and SBI 3. Continued virtual collaboration with IPBES process, dependent on Secretariat capacity.	Virtual and physical engagement continues with SBSTTA 24 and SBI 3 in March 2022. Virtual/physical engagement in IPBES, and supporting STRP Chair in relation to the IPBES multi-disciplinary expert panel.  Explore STRP Panel members support to IPBES activities.	Inputs provided to SBSTTA 24 and SBI 3 in preparation for CBD COP15.  Inputs provided to IPBES 9 and relevant ongoing assessments.  STRP panel members contribute to relevant IPBES assessments	SA Americas / DSP	Core
	Proposals delivered to IBPES.	Facilitate the delivery of proposals to IPBES Secretariat ( <a href="#">XIII.8</a> , Annex 4).	Completed.	Completed.	Completed.		DSP	Core
<b>4.3: Roll-out of technical guidance of the Convention.</b>	Guidance has been published and shared with CPs and partners.	Technical guidance produced by STRP is made available and used by CPs in implementation and capacity building (incl. on blue carbon, Resolution <a href="#">XIII.14</a> .14).	Continues.	Produce and publish STRP guidance and explore further dissemination through virtual means.	Produce and publish STRP guidance, including on blue carbon and application of Criterion 6, and explore further	Number of downloads of briefings, guidelines and toolkits produced.	DSP	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
			Presentation to STRP23 by Secretariat on how we can achieve greater utilization of STRP outputs.		dissemination through virtual means including launch webinars on high-priority STRP products.  Continued engagement with STRP in encouraging greater utilisation of STRP outputs.	Presentation completed.		

<b>Function:</b>  <b>5. REPRESENTATION, POLICY, ENGAGEMENT AND INTERNATIONAL COOPERATION</b>	<b>Purpose:</b>  Secretariat reinforces the relevance and visibility of wetlands and the Convention, ensuring its inclusion in relevant policy processes and with key audiences.
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Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
<b>5.1 Parties are supported in engagement with global, regional, and national processes ensuring the relevance of wetlands, and the Convention is included in global policy framework (Agenda 2030, SDGs, HLPF, NDCs).</b>  <a href="#">Resolution XIII.7.</a>	Relevance of wetlands and the Convention are included in CPs' national SDG strategies and NDCs.	Support CPs in mainstreaming and realizing relevance of wetlands and the Convention in the 2030 SDG Agenda including tools, guidance, capacity building and funding opportunities, with others ( <a href="#">XIII.7</a> para 41).	Continues.  Raise awareness and capacities of CPs on integrating wetlands in NDCs and develop partnerships with relevant organizations to support CPs.	Develop further international partnerships to support CPs in the integration of wetlands in national climate policies.	Develop further international partnerships to support CPs in the integration of wetlands in national climate policies.  Review the current support to UNDP NDC initiative and explore broader collaboration.	Support provided to CPs as requested; continued engagement in relevant international partnerships such as IPBC and GPI.  Increased capacity of CPs to integrate wetlands in NDCs.	SAs / DSP	Core / NC
<b>5.2 Effective cooperation with Intergovernmental, International and Regional Organizations and Multilateral Environmental</b>	Synergies plan approved by SC58.	Prepare a preliminary plan to strengthen synergies with other MEAs for SC58 and contributions to the post-2020	Prepare and implement a plan for SC58.	SC58 plan to be addressed by SC59. Follow-up according to decisions of SC59.	Update the SC59 document to be presented to SC59/2022.	SC58 updated plan addressed to SC59/2022 and followed-up including draft resolution for COP14.	SA Americas	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
<b>Agreements is promoted and improved.</b>  Resolutions <a href="#">XI.6</a> , <a href="#">XIII.7</a> , <a href="#">XIII.20</a> , and <a href="#">XIII.24</a> .		Global Biodiversity Framework. Resolution <a href="#">XIII.7</a> para 23.			Follow-up according to decisions of SC59/2022.			
	Effective cooperation with relevant MEAs and IGOs.	Secretariat strengthens collaboration with relevant MEAs and IGOs, as listed in Res. <a href="#">XIII.7</a> para 35: UNEP, UNDP, FAO, WB, WHO, WMO, UNESCO, UNECE and other regional economic commissions of the UN, GEF, MEAs such as the UNFCCC, UNCCD, CBD, CMS and others.	Continues with enhanced focus through synergies/policy plan.  Renew UNEP MoU.	Continues, within the restrictions imposed by COVID.  Report submitted to SC59 in 2021..  Renew UNEP MoU.	Continues, within the restrictions of COVID and with stronger prioritisation.  Updated report submitted to SC59/2022.  Renew UNEP MoU.	Follow up according to decisions of SC59/2022.  MoU renewed.	SAs / DSP	Core
		Continue to collaborate with the Secretariats of other biodiversity-related Conventions through the Biodiversity Liaison Group and report to the SC	Continues, as a priority in the context of post-2020 biodiversity framework in engaging CPs.	Build on strengthened collaboration, as a priority in the context of post-2020 biodiversity framework in engaging CPs.  Report submitted to SC59/2021	Build on strengthened collaboration, as a priority in the context of post-2020 biodiversity framework in engaging CPs.  Report submitted to SC59/2022.	Implementation of the agreed activities for 2022 and report to SC58 and SC59/2022.  Report to SC59/2022.	SG, SA Americas	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
		on a regular basis ( <a href="#">XIII.7</a> para 5).			Signature of MoU and renewal of the joint work programme with CBD.	MOU and Joint work Programme signed at COP14.		
		Explore with the other MEAs, governments and private sector the possibility of development of a multi-stakeholder global coastal forum (Para. 36, Resolution <a href="#">XIII.20</a> ).	Continues, subject to available resources.	Subject to available resources.	Continue, subject to additional guidance from CPs.	Options for the establishment of a multi-stakeholder global coastal forum identified, subject to the availability of resources and guidance from CPs.	DSP	SAR
	Wetland issues are included in relevant international / regional efforts to address the 2030 Sustainable Development Agenda and SDGs (High Level Political Forum on Sustainable Development, SDGs 14 and 15 ( <a href="#">XIII.7</a> para 41)).	Secretariat promotes and supports CPs in inclusion of wetland issues in the 2030 Sustainable Development Agenda.	Continues. Raise awareness on the links between wetlands and the SDGs.	Continues, within the restrictions imposed by COVID (EMG, HLPF, Biodiversity summit).	Continues within the restrictions imposed by COVID. Represent the Convention in relevant international meetings and act as a spokesperson for the Convention's priorities, including HLPF, post-2020 process (CBD COP), UNFCCC COP27, UN Ocean Summit, UN	Inputs made to relevant efforts and fora.	SG / SAs / DSP	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
					Decade on Ecosystem Restoration)			
		Continue working with the Inter-Agency Expert Group on Sustainable Development Goal Indicators (IAEG-SDGs), and other relevant UN agencies, on water-related indicators, and in particular SDG Indicator 6.6.1 on wetland extent.	Continues.	Continues.	Continues.	Report to the IAEG-SDGs on the progress of achieving SDG Indicator 6.6.1 on wetland extent.	SA Americas / SG	Core
	Implementation of the priority activities of the MOU between Ramsar Secretariat and the Inter-American Convention for the Protection and Conservation of Sea Turtles (XIII.24 para 15).	Work with the Secretariats of the Inter-American Convention for the Protection and Conservation of Sea Turtles and the Convention on the Conservation of Migratory Species of Wild Animals to enhance marine turtle conservation in	Renew the MoU.	Completed virtually.  Share the research published by France.	Completed with follow-up of key activities of the MoU.  Report progress to SC62.	MoU renewed.  Progress reported to SC62.	SA Americas	Core
Ongoing.  Publication to be developed by CMS and RAMSAR.			Not advanced due to capacity limitations.	Engage with CMS to determine the future of this activity.	Future of the activity determined.	SAs / DSP	Core	



Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
		Ramsar Sites (Americas, the Indian Ocean and South-East Asia and the Atlantic Coast of Africa) ( <a href="#">XIII.24</a> , para 24).						
	Approval by SC58 of elements of advice for the GEF concerning the funding to support the objectives and priorities of the Convention, for the eighth replenishment of the GEF financial mechanism, and CPs' priorities communicated to the GEF ( <a href="#">XIII.7</a> para 46).	N/A	Inter-sessional consultation and decision with the SC before May 2020.	Completed. Inputs on the GEF-8 Programming Directions for the replenishment provided to the CBD.  Report submitted to S59/2021 with draft resolution with guidance on the GEF prepared by the SC.	Follow-up on decisions of the GEF-8 replenishment meetings.  Updated report to SC59/2022.	Report to SC59/2022 and follow up on COP14 Resolution on synergies with other multilateral environmental agreements and other international institutions.	SG / SA Americas	Core
	Strengthen collaboration with the GEF Secretariat.	Strengthen collaboration with the GEF Secretariat concerning the funding to support the objectives and priorities of the	Identify opportunities for and feasibility of enhanced engagement with the GEF and other multilateral funding agencies.	Continue approach of enhanced engagement with the multilateral funding agencies and supporting CPs in accessing such funding.	Continue approach of enhanced engagement with the multilateral funding agencies and supporting CPs in accessing such funding.	Collaboration on areas of common interest according to SP and Parties' priorities and engagement on the GEF Council.	DSG / SA Asia	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
		Parties ( <a href="#">XIII.7</a> para 46).				Engagement with further multilateral funding agencies.		
	Report regularly to SC on progress in implementing Resolutions <a href="#">XIII.7</a> and <a href="#">XI.6</a> on Partnerships and synergies with Multilateral Environmental Agreements and other institutions (i.e. synergy process under the CBD and UNEP, strengthen collaboration with UN agencies, MoU UNEP).	Report to SC57, on progress in implementing Resolution <a href="#">XIII.7</a> and Resolution <a href="#">XI.6</a> on Partnerships and synergies with Multilateral Environmental Agreements and other institutions.	Report to SC58, on progress in implementing Resolutions <a href="#">XIII.7</a> and <a href="#">XI.6</a> on Partnerships and synergies with Multilateral Environmental Agreements and other institutions.	Update the SC58 report for SC59/2021 with draft resolution for COP14, on progress in implementing Resolutions <a href="#">XIII.7</a> and <a href="#">XI.6</a> on Partnerships and synergies with Multilateral Environmental Agreements and other institutions.	Update the SC59 report for SC59/2022, on progress in implementing Resolutions <a href="#">XIII.7</a> and <a href="#">XI.6</a> on Partnerships and synergies with Multilateral Environmental Agreements and other institutions.  Follow-up on decisions from SC59/2022 and draft resolution for COP14.	Progress report addressed by SC59/2022.  Follow-up on COP14 decisions.	SA Americas	Core

<b>Function:</b>  <b>6. RESOURCE MOBILIZATION</b>	<b>Purpose:</b>  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.
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Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
<b>6.1 Funds raised to support non-core priority activities as prioritized by Res <a href="#">XIII.2 Annex 3</a>, Resolutions <a href="#">X.12</a>, <a href="#">XIII.2</a> and <a href="#">SC52-23</a>.</b>	Percentage of funds raised against projected CHF 3.2m non-core priority activities requirements.	Present revised fundraising work plan to SC57, reflecting new non-core priorities of Res <a href="#">XIII.2</a> and <a href="#">SC54-6</a> .	Implementation ongoing.	Implementation ongoing with specific focus on COP14 delegate travel funding.	Implementation ongoing with specific focus on COP14 delegate travel funding.	Funds raised, volume of outreach (donors contacted, proposals presented).	DSG / RMO	Core
	Integrated focus on corporate actors as potential funders as per Resolution <a href="#">X.12</a> .	Completion of database of potential funding sources.	Completed. Grow the volume of potential funders listed in database.	Continue to grow the database and to increase number of users.	Continue to grow the database and to increase number of users.  Communicate to CPs the resources and tools available.	Number of database users.  Engagement of CPs in awareness of tools and resources.	DSG	Core
	Decision <a href="#">SC52-23</a> to prepare and adopt the Convention’s first full Resource Mobilization Work Plan implemented.	Completion of proposals for RAMs, gender, RRI, World Wetlands Day (WWD) and inventories.	Submission of proposals for RAMs, RRI, WWD, sponsored delegate travel and inventories.	Submission of proposals for RAMs, RRI, WWD, sponsored delegate travel (COP14) and inventories.	Submission of proposals for gender, RAMs, RRI, WWD, sponsored delegate travel (COP14) and inventories.	Number of proposals submitted and/or funded.	RMO	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
		Outreach to potential funders.	Continues.	Continues.	Continues.	Number of potential funders per quarter (target of the SC57 WP is ten per quarter).	RMO	Core
			Develop a webpage that provides an overview of non-core funding priorities.	Completed.	Completed.	Webpage published.		
<b>6.2 Support CPs in their national and regional fund-raising efforts.</b>	Volume of funds raised reported by CPs.	Completion of database of potential funding sources.	Completed with ongoing enhancements.	Continue to grow the database and to increase number of users.	Continue to grow the database and to increase number of users.	Metrics on use of database.	RMO	Core
		Development and provision of fundraising templates and tools.	Small grant guidance completed and available to Parties. Develop additional tools.	Completed.	Utilize the small grant guidance for Nagao proposals.  Communicate to CPs the resources and tools available.	Metrics on number of visitors and downloads of templates and tools.  Small grant guidance visitors and downloads.	RMO	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2022 Indicator	Lead/Support	Budget
		Capacity building in fundraising for CPs.	Deliver resource mobilization training for CPs to include database and small grant guidance.	Continue to support Parties in increasing capacities for fundraising.	Identify and compile relevant resources to support CP capacity building in fundraising.  Explore means to increase awareness and utilisation of tools and resources by CPs. See also 5.2 GEF/GCF.	Number of trainings and participants.	RMO / SMT	Core

<b>Function:</b>  <b>7. OUTREACH and STRATEGIC ENGAGEMENT</b>	<b>Purpose:</b>  Secretariat is a catalyst to raise visibility for conservation and wise use of wetlands and the work of the Secretariat and CPs.
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Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2021 Indicator	Lead/Support	Budget
<p><b>7.1 Through strategic partnerships / engagement, and platforms such as WWD, increased visibility through leveraging the actions of others for the wise use of wetlands.</b></p> <p>Resolutions <a href="#">X.12</a> and <a href="#">XIII.1</a>.</p>	WWD implemented.	World Wetlands Day 2020 planning and implementation.	World Wetlands Day 2021 planning and implementation.	World Wetlands Day 2022 planning and implementation.	World Wetlands Day 2023 planning and implementation.	Compare number of events, downloads, and social media engagement over 2021- 2022.	RMO	Core
			Support CPs on the submission to UNGA on the WWD Resolution.	Continue to support the WG on the submission to UNGA on the WWD Resolution.	Completed with adoption of UNGA Resolution 75/317.	Engagement of UN Agencies on WWD and report submitted to UNGA.	SG / SA Americas	
					Secretariat to engage UN Agencies on WWD 2022 and report to the UNGA.	Follow-up on decisions taken by SC59/2022.		
					Explore interest and opportunity for a substantive Resolution on wetlands for presentation to SC59/2022.			

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2021 Indicator	Lead/Support	Budget
	IOP activities implemented in accordance with MoU and <a href="#">VII.3</a> .	Start implementation of the five joint activities identified in the 2018 – 2024 IOP MOU.	Identify and implement bilateral/joint opportunities consistent with the MoU.  Explore opportunities for IOPs to share with CPs their global contributions to the Convention.	Build on identified initiatives and identify further bilateral/joint opportunities.  Identify opportunities for IOPs to share with CPs their global contributions to the Convention.	Build on identified initiatives and identify further bilateral/joint opportunities.  Identify opportunities for IOPs to share with CPs their global contributions to the Convention.	Implementation of bilateral/joint activities with IOPs.  Enhanced sharing of IOPs' global contributions with CPs.	DSG  DSG	Core  Core
		Work in partnership with organizations where the partnership objectives adhere to the criteria provided by <a href="#">SC54-16</a> .	Continues.	Continues.	Continues.	All partnership agreements comply with <a href="#">SC54-16</a> guidance.	DSG / SMT	Core
	Private sector engagement ( <a href="#">X.12</a> )	Renew Danone partnership for 2020 and beyond.	Continue to implement the Resource Mobilization Work Plan (see 6.1 above).	Continues.	Continues.		RMO	NC

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2021 Indicator	Lead/Support	Budget
			Discussion regarding continuation of partnership with Danone ongoing.	Formalization of master partnership agreement, including funding for WWD and Ramsar Conservation Awards.	Implement partnership activities by developing and obtaining approval for the activity plan for 2022.	Danone partnership renewed.		
<b>7.2 Through targeted outreach, raised the visibility of the Convention at the national, subnational, regional and international levels.</b>	Increased use and access to materials and information on the Convention, its SP and priorities at national, subnational, regional and international levels.	Regularly publish and post relevant content on the Convention website and social media platforms. Ensure that website content is current.	Continues.	Continues.	Continue to identify opportunities to optimise accessibility and utilisation of Convention electronic content.	Number of stories and articles published on the website. Number of website visitors and analytics for page views and downloads.  Number of followers on Twitter, Facebook, LinkedIn.	Comms	Core
		Initial planning for 50th Anniversary SC57-18 and SC57-47 (Annex 9.2)	Secretariat to provide expert guidance on campaign development.	Implementation of the campaign and support provided to CPs and stakeholders.	Completed.	50th Anniversary campaign prepared and implemented, web-based metrics to evaluate reach	Comms	Core



Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2022 Activities	AP 2021 Indicator	Lead/Support	Budget
			Support Subgroup on COP14 to bring a proposal to SC58 and follow-up SC decision.			and uptake by others.		
		Secure high-profile speaking and presentation opportunities for the SG and Secretariat staff with targeted audiences.	Continues.	Continues with a focus on prioritizing amongst a significantly larger range of now virtual processes and opportunities and in seeking efficiencies in preparations.	Continues with a focus on prioritizing amongst a significantly larger range of now virtual processes and opportunities and in seeking efficiencies in preparations.	Effective engagement in identified strategic policy processes.	SG / SMT	Core