



CONVENTION ON WETLANDS
CONVENTION SUR LES ZONES HUMIDES
CONVENCIÓN SOBRE LOS HUMEDALES
(Ramsar, Iran, 1971)

Workplan of the Secretariat for 2019-2021 (as approved by the Standing Committee through Decision SC57-21)

1. The Annual Plan for 2019 and Triennial Plan for 2019-2021 attached in Annex 1 reflects the efforts of the Secretariat during the last two years 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 in the revised structure proposed by the Secretariat and approved by the Standing Committee in Decision SC54-10.
2. The new structure is better adapted to the Secretariat's requirements and reflects its learning from implementation of the triennial plan for 2016-2018. It represents a better framework to track the Secretariat's core functions and commitments, and on ensuring the delivery of requests received from Contracting Parties. The new framework of the Annual and Triennial Plan is structured around the seven core functions of the Secretariat, aligning with its organizational structure, and clarifying accountability and responsibility for achieving outcomes and impact. The functions under which the Secretariat's work is grouped are as follows: 1. Governing and subsidiary bodies 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.
3. The Annual and Triennial Plan is the result of a participative process that brought together all staff members of the Secretariat of the Ramsar Convention on Wetlands from 22 to 24 January 2019. The process fulfilled the Secretariat's commitment for a formal year-end review to assess the work of the annual plan for 2018, identify any gaps in implementation and learn lessons that could help improve its work in the following year. It equally included a comprehensive review of the Resolutions adopted by the 13th meeting of the Conference of the Contracting Parties (COP13) and decisions from the 53rd to the 56th meetings of the Standing Committee (SC53 to SC56) carried by the Secretariat ensuring their integration into the Triennial Plan 2019 – 2021. The development of the plan took into account comments received in SC54 including the ambition for a clear, accessible and focused plan, links to SDG6 and other global indicators and greater focus on defining time-bound activities with clear descriptions of their completion.
4. The Annual Plan for 2019 and Triennial Plan for 2019-2021 reflects the request made in Resolution XIII.7 on *Enhancing the Convention's visibility and synergies with other multilateral environmental agreements and other international institutions* to foster and enhance cross-cutting subject-matter expertise within the Secretariat team as a means to maximize use of existing resources and avoid duplication of efforts, foster a whole-of-Secretariat approach to providing equitable and consistent support to Parties' efforts to implement the Convention, and advance synergies and contributions across the Multilateral Environmental Agreements (MEAs) and the 2030 Agenda for Sustainable Development. In adopting a structure based on functions, the Secretariat has considerably streamlined the Annual and Triennial Plan, reinforced

collaboration across the Secretariat's functions to deliver specific outcomes, while clarifying leads and accountability and responsibility for each activity. The reference to specific requests from Contracting Parties and the identification of indicators should also increase the usefulness of the Plan as a tool to track progress and enhance accountability. Annual performance plans of staff have been aligned to the Annual Plan for 2019.

Annex 1

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

* 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; HR BP = Human Resources Business Partner; SMT = Senior Management Team. Only leads are mentioned but all staff will contribute to specific outputs. NC = Non-Core; SAR = Subject to available resources

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.

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
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). Convention Article 8 a. ; Rules of Procedure, especially 26	Delivery of meetings in accordance with requirements and timely outputs: <ul style="list-style-type: none"> • SC57- 61 • STRP 22- 24 • WGs as requested 	Organize and facilitate: <ul style="list-style-type: none"> • STRP 22 • SC57 • Executive Team • Working Groups including: Strategic Plan, Effectiveness, Regional Initiatives, CEPA Oversight Panel, Sub-group on Finance, Sub-group on COP14 	<ul style="list-style-type: none"> • Delivery of meetings in accordance with specific requirements and timely outputs. • Satisfaction surveys and participant feedback. 	DSG	Core
	Governing and Subsidiary Bodies established, and support provided for their operation.	Analyse implications of joined meetings of SC and STRP (XIII.8).	Analysis submitted to SC57.	SRA Africa	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
and 27; and Resolutions XIII.4 , XII.5 , XIII.5 , XIII.8 , XIII.9 , XIII.18 .		Conduct a preparatory briefing to incoming members of SC (XIII.4).	Preparatory briefing for incoming SC members conducted at SC57.	SRA America	Core
		Establish STRP membership (XII.5).	STRP established as per COP13 process.	DSP	Core
		Complete nomination process for CEPA Oversight Panel for decision by SC57 (XIII.5) and support its operation.	Proposal for establishment of CEPA Oversight Panel for SC57 and support provided for its operation.	DRMO	Core
		Support establishment of working group on RRIs at SC57 (XIII.9).	Establishment of Working Group on RRIs at SC57 supported and decision followed up.	SRA Asia/Europe	Core
		Encourage gender parity in Ramsar Convention meetings and building capacity of delegates (XIII.18 para 16).	Gender parity encouraged in invitations to Convention meetings. Means to deliver capacity building of delegates explored and proposal developed.	SRA Asia/HR BP	SAR
1.2 Support provided to CPs in tracking their implementation of the SP through their national reports and in reviewing the SPs.	CPs have submitted National Reports. Global Implementation Report presented to COP14.	Prepare proposal for the SC57 on the revised format for National Reporting, taking into account decisions on peatlands and gender (XIII.13 para 22, XIII.18 para 22).	Presentation of revised format to SC57 and implementation of their decision.	SRA Americas/ Europe	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
Resolutions. XIII.5 , XIII.13 , XIII.18	Proposed revision of Strategic Plan prepared.	Support CPs Strategic Plan Working Group in their review of the SP as per process in Res XIII.5 .	Process launched according to Resolution XIII.5 .	SRA Europe/ Americas	Core
1.3 Strengthened engagement with CPs.	Increased engagement with CPs in capitals and Geneva missions.	Secretariat enhance relationships with CPs Geneva missions.	Organization of at least one Geneva briefing.	SG/DSG	Core
			Develop and maintain contacts with Geneva-based missions, including briefing with regional groupings to be determined.	SRA	Core
		Secretariat enhance relationships with AA/NFPs in capitals.	AA/NFPs in capitals (included as part of all Ramsar country/regional visits).	SMT	Core
1.4 Support the efficiency of Operational Processes of Governing and Subsidiary Bodies of the Convention. Resolutions XIII.3 , XIII.4 , XIII.9 and SC55-12 .	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 (XIII.4).	Proposal outlining process submitted to SC57 and follow up SC decision.	SRA Americas/Legal Advisor (will need consultant)	Core (NC TBD)
		Review RRI resolutions and decisions for RRI WG consideration and presentation at SC58 (XIII.9 para 30).	Consider this request in light of the proposed review of all previous resolutions (Res XIII.4) and decisions.		
	Review of Rules of Procedure conducted including	Develop proposal to review of the ROPs (XIII.4) for SC57 for decision and follow-up.	Review submitted to SC57 with recommendations and decision followed up.	SG/Legal Advisor	Core (NC TBD)

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
	recommendations for SC57 and SC58.				
	Executive Team supported as needed to develop its TORs for approval by SC57.	Support Executive Team in preparation of TORs for SC57 as appropriate (XIII.4).	ET supported.	SG/Legal Advisor (as required by ET)	Core
	Proposal prepared with options on Observer Status to UNGA and for participation of Secretariat in relevant events in UN system.	Prepare options on Observer Status to UNGA for SC57 with interested CPs (SC55-12).	Proposal including options presented to SC57 and follow up as required.	SRA Americas/ Legal Advisor	Core
	Retirement of working groups supported.	Request reports from the Chairs of subsidiary bodies retired by the COP (Res. XIII.3) to be provided to SC57.	Letters sent and reports received made available to SC57.	SG	Core
	New Contracting Parties to the Convention.	Encourage accession through CPs, IOPs and other partners. (Res. VI.16 and 4.5).	New candidates for accession supported.	SMT	SMT
	Support provided to implement language strategy.	Support interested CPs to implement and resource the language strategy of Resolution XIII.6 .	Convention translated in Arabic and translated documents from Parties can be accessed.	SRA Asia/DRMO	NC

Function:	Purpose:
2. ADMINISTRATION, HUMAN AND FINANCIAL RESOURCES	Secretariat ensures the effective and accountable management of resources, in alignment with IUCN policies and procedures.

Triennial Result	Indicators	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
2.1 Ensured management of Ramsar 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.	Compliance with IUCN HR policy and standards.	Timely and effective management of human resources.	Compliance with IUCN HR policies, procedures and standards.	HR/SMT	Core
	Ongoing delivery of HR services.	Implement IUCN Compensation policy and competency framework.	Framework and policy implemented.	HR/SMT	Core
		Explore relevance of IUCN new HR initiatives for Ramsar, and their costs.	Relevant new HR initiatives identified and rolled out costs permitting.	HR/SG	Core
	Developed Ramsar human resources.	Organize and deliver training according to needs assessment of 2017. Delivery of gender training (XIII.18 , para 17).	Completion of trainings. Number of participants.	HR/SMT	Core
	Results of staff engagement survey.	Develop staff engagement survey in 2019.	Develop proposal for survey including costs.	HR/SG	Core
2.2 Effective and efficient financial and procurement management of Secretariat,	Compliance with IUCN financial standards.	Timely and effective management of core and non-core budget.	Audited accounts for 2019.	FO/SMT	Core

Triennial Result	Indicators	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
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. Resolution XIII.2 , SC53-33 and SC55 Doc.8.2	Audited accounts and appropriate follow up to management letter.	Prepare financial documents for SC57.	Audited accounts 2018 and Secretariat report on financial management presented to SC57. Presentation of 2019 budget to SC57.	FO/SG	Core
	Response to specific SC and COP requests.	Implement recommendations of the review of non-core funds (including internal controls) SC55 Doc.8.2 , requested by SC53-33	Approval of actions taken on the review of non-core funds by SC.	FO/SG	Core
		Disburse African voluntary contributions to RRI in accordance with Res. XIII.2 .	Funds disbursed annually.	FO/SRA Africa	Core
		Follow-up on outstanding contributions from CPs (XIII.2).	Report to SC on status and follow up actions.	FO/SMT	Core
2.3 Maintained Information Management systems and new technology that enable the work of the Secretariat in their support of the CPs. Resolutions XIII.2 and XIII.4	Change in technology solutions increase the effectiveness, efficiency of the Secretariat and its support of CPs.	Migrate Ramsar website to new host.	Migration completed.	DSP/DRMO	Core
		Add functionality to the existing CRM (contacts management) platform as required.	Use metrics from CRM.	DSP/DRMO	Core
		Use new technology solutions that enable the Secretariat to effectively and efficiently support CPs (XIII.2).	RSIS is operational and enhanced as required.	DSP/DRMO	Core

Triennial Result	Indicators	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
			Use of new technology solutions for key functions of the Secretariat such as, Capacity Building and provision of technical advice and dissemination of materials (XIII.4 paras 29. 30).		
2.4 Developed and maintained processes and systems that are fit for purpose and support the work of the Secretariat and CPs. Resolution XIII.2 and SC54 Report	Secretariat processes and systems respond to requirements of transparency and accountability.	Maintain transparency and accountability of administration and management of the Secretariat.	Timely publication of relevant documents and reports on Ramsar website (XIII.2).	SG/SMT	Core
	Development and implementation of Standard Operation Procedures.	Development of SOPs to standardize, enhance efficiency of the Secretariat's work and its engagement with CP, while reinforcing institutional memory.	SOPs in place for key functions of the Secretariat (SC54 Report Annex 2).	SG/SMT	Core

Function:	Purpose:
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.

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
3.1 Ramsar List CPs are supported in the designation and update of information on RS and addressing changes in the ecological character. Maintain the List of Wetlands of International Importance and keep CPs informed of its status and any changes. Ramsar Convention, Article 8	Reports to COP14 and SC (annually).	Maintain the RSIS and updated information on RS. Provide support and advice to CPs on how to designate and update information on RS.	RSIS maintained and information updated. Timely response to requests.	SRAs/DSG/DSP	Core
		Advise and support CPs on cases of Article 3.2 and Montreux Record. Priority given to longer-standing sites (XIII.10 para 18, XIII.11 para 19).	All relevant cases addressed.	SRAs	Core
		Develop Secretariat procedure on how to address and progress Art.3.2 reports received.	Art 3.2 procedure produced internally.	SRA Europe	Core
		Organize RAMs upon request and fundraise as required (XIII.11 para 17), prioritizing sites that are facing problems similar to other sites (XIII.11 para 11).	RAMs prepared, funds raised, RAMs and follow-up implemented.	SRAs/DRMO	NC

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
		Prepare operational guidance for RAMs with STRP for SC57 (XIII.11 para 15, 19 and Annex 1).	Operational guidance prepared by STRP22 for submission to SC57.	SRA Europe/DSP	Core
		Prepare annual RS status report to SC57.	Document submitted to SC57.	SRA Europe	Core
		Update the strategic framework for wetland designation to include guidance on peatlands (XIII.12 para 13).	Resolution XI.8 Annex 2 updated and published on website.	DSG/SG	Core
		Develop protocols for direct database-to-database transfer of data (XIII.10 para 25).	Request clarification from SC57 and review feasibility and implications.	SRA Europe	Core
<p>3.2 Technical advice provided in an effective, efficient and coordinated way, aligned with the priorities established by the COP, in order to support CPs to implement the Convention.</p> <p>Inventories Resolutions X.15, VIII.6, XIII.10</p>	<p>CPs (NFP/AAs and National Committees where applicable) have established national wetland inventories.</p> <p>CPs use all wetlands wisely.</p>	<p>Work with CPs on the completion of national wetland inventories and on wetland extent to report on SDG Indicator 6.6.1 (XIII.7 para 40) including inventories of Blue Carbon wetlands (XIII.14) and Arctic/Sub-arctic wetlands (XIII.23) and earth observation for inventories and monitoring changes and contact relevant technical partners, (XIII.10 para 23).</p>	<p>CPs supported for the completion of wetland inventories and wetland extent measurements.</p> <p>Mid-term report on status of extent for indicator 6.6.1 submitted to DESA (based on COP13 NRs).</p>	SRA Americas/DSP	Core/NC

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
	CPs urged to include into their NR for COP14 progress on implementation of Global Action on Peatlands (para 22), sex-disaggregated information (XIII.18 para 22), and on agriculture (XIII.19 para 27).	Adjust format of NR for COP14 to be proposed to SC57.	NR format for COP14 includes all specific requests from COP13 Resolutions.	SRA Americas/SMT	Core/NC
	Interested CPs surveyed and their capacity supported to address and work in partnership with existing networks for Blue Carbon (XIII.14 para 13).	Survey interested CPs and facilitate their capacity building on blue carbon ecosystems including communication and sharing of information.	Engagement with IPBC maintained and support provided.	SRA Asia	SAR
	Gender perspective mainstreamed in SP and CEPA programme (XIII.18 para 14).	On the basis of guidance developed by STRP, support parties to mainstream gender in SP and CEPA.	Implementation depending on inclusion in STRP workplan and delivery of outcomes.	SRA Asia	NC
	Wetland City Accreditation process supported, and new nominations	Prepare Wetland City Accreditation document to seek guidance for future work from SC57 (XII.10).	Document submitted to SC57. WCA webpage live.	DRMO/SRA Africa	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
	submitted to and accepted by COP14.				
	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.	Projects being implemented and managed according to donor requirements.	SRAs	NC
		Prepare process to phase out the Small Grants Fund programme upon exhaustion of currently available resources (XIII.2).	Call for proposals and selection of projects done to utilize remaining funds in order to close the fund by COP14.	DRMO	NC
3.3 International Cooperation Secretariat has supported CPs in implementing RRIs, regional projects & programmes and the management of transboundary sites; open call for proposals for new RRIs made prior to COP14. Resolutions XIII.9 and XIII.2 .	SC annually informed on RRIs status.	Prepare the annual update on the status of RRIs.	Report submitted to and endorsed by SC57.	SRA Asia/Europe	Core
	RRIs supported in the development and implementation of their work plans (XIII.9 para 21).	Provide advice to RRIs to enhance their capacity and effectiveness.	RRIs operate in accordance with XIII.9 para 8.	SRAs	Core
		Support fundraising for RRIs projects and manage non-core resources as directed (XIII.9 para 17- in light of XIII.2 Annex 4).	Funds raised.	DRMO/SRAs	Core
		Promote awareness of the role and achievements of RRIs (XIII.9 para 20, 22).	Updated information on RRIs available on Ramsar website.	DRMO	

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget	
	<p>Call for new RRI proposals made prior to COP14 (XIII.9 para 13).</p> <p>Summary assessment on RRIs operations and achievements prepared for COP14 (XIII.9 para 28).</p>	<p>[Activities for 2020/21]</p> <p>[Activities for 2020/21]</p>				
<p>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 opportunities for south-south learning.</p> <p>Target 19 SP, XIII.8 para 18, XIII.10 para 23, XIII.14 para 13 and XIII.15 para 22.</p>	<p>Increased capacities built in CPs, with a priority on Least Developed Countries and support to South-South cooperation.</p>	<p>Develop a capacity building plan based on needs assessment and addressing priority areas as requested through COP13 Resolutions.</p>	<p>Needs assessment undertaken.</p> <p>Capacity building plan developed according to needs and in partnership with relevant organizations (XIII.7 paras 41, 42).</p>	<p>SRA Africa/DSP</p>	<p>Core</p>	
	<p>Capacities of national focal points increased through regional training (XIII.8 para 18).</p>				<p>DSP/ SRAs</p>	<p>SAR</p>
	<p>Supported CPs in their capacity to implement Blue Carbon policies (XIII.14 para 13).</p>				<p>DSP/ SRA-Africa</p>	<p>SAR</p>

Function: 4. SCIENTIFIC AND TECHNICAL SERVICES	Purpose: Secretariat supports the CPs in getting scientific and technical guidance from STRP and other scientific bodies.
---	---

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
4.1: STRP supported by the Secretariat to deliver its triennium work plan by: - 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 XII.5 , XIII.8	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.	Work plan presented to SC57.	DSP	Core/NC
	Delivery of STRP outputs as per its work plan 2019-2021.	Support STRP in implementation of its work plan and delivery of outputs.	STRP supported in delivery of outputs.	DSP	Core/NC
	As appropriate, liaison established with IPCC to provide relevant information produced by STRP on blue carbon (XIII.14 para 14).		Information produced by STRP and provided to IPCC.	DSP/SRA-Asia	SAR
4.2: Secretariat has contributed to ensuring that wetlands and the Convention are addressed in relevant scientific processes	Wetlands and the Convention are addressed in relevant in scientific processes and	Engagement with relevant technical bodies (IPBES 7, SBSTTA 23), Chairs of the Scientific Advisory Bodies of the Biodiversity-related	Inputs provided to relevant processes on key issues.	DSP	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
and the Ramsar convention contributed to other scientific processes (CSAB, IPBES, IPCC, Technical bodies of other MEAs). Resolution XIII.8	collaboration promoted.	Conventions and other MEAs (CSAB).			
	Proposals delivered to IBPES.	Facilitate the delivery of proposals to IPBES Secretariat (XIII.8 , Annex 4).	Proposal delivered to IPBES.	DSP	Core
4.3: Rollout of technical guidance of the Convention.	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 XIII.14.14).	Number of downloads of briefings, guidelines and toolkits produced.	DSP/DRMO	Core

Function:	Purpose:
5. REPRESENTATION, POLICY, ENGAGEMENT AND INTERNATIONAL COOPERATION	Secretariat reinforces the relevance and visibility of wetlands and the Convention, ensuring its inclusion in relevant policy processes and with key audiences.

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
<p>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).</p> <p>Resolution XIII.7</p>	Relevance of wetlands and the conventions are included in CPs' national SDG strategies and NDCs).	Support CPs in mainstreaming and realising relevance of wetlands and the Convention in the 2030 SDG Agenda including tools, guidance, capacity building and funding opportunities, with others (XIII.7 para 41).	Develop a regional/national pilot approach to mainstream wetlands in their national SDG strategies (NSDS) and NDCs.	SRAs/DSP	Core/NC
<p>5.2 Effective cooperation with Intergovernmental, International and regional Organizations and Multilateral Environmental Agreements is promoted and improved.</p> <p>Resolutions XI.6, XIII.7, XIII.20, and XIII.24</p>	Synergies plan approved by SC58.	Prepare a preliminary plan to strengthen synergies with other MEAs for SC58 and contributions to the post-2020 global biodiversity framework. Resolution XIII.7 para 23.	Preliminary plan presented to SC58.	SRAs/DSP	Core
	Effective cooperation with relevant MEAs and IGOs.	Secretariat strengthens collaboration with relevant MEAs and IGOs, as listed in Res. XIII.7 para 35: UNEP, UNDP, FAO, WB, WHO, WMO,	Secretariat has strengthened collaboration with relevant MEAs and IGOs and explored cooperation with UNEA, GPI (Resolution XIII.13	SRAs/DSP	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
		UNESCO, UNECE and other regional economic commissions of the UN, GEF, MEAs such as the UNFCCC, UNCCD, CBD, CMS and others.	paras.30/31), UN Water, AEWA, Pan-African Agenda on Ecosystem Restoration, ASEAN/Centre for Biodiversity), EU, African Union, Arctic Council (XIII.23 para 30), etc in areas of common interest.		
		Continue to collaborate with the Secretariats of other biodiversity-related Conventions through the Biodiversity Liaison Group and report to the SC in a regular basis (XIII.7 para 5).	Implementation of the agreed activities for 2019 and report to SC57.	SG, SRAs	Core
		Explore with the other MEAs, governments and private sector the possibility of development of a multi stakeholder global coastal forum (Para 36 Resolution XIII.20).	Possible options for the establishment of a multi stakeholder global coastal forum subject to the availability of resources.	SRAs, DRMO	SAR
	Wetland issues are included in relevant international /regional efforts to address the 2030 Sustainable Development	Secretariat promotes and supports CPs in inclusion of wetland issues in the 2030 Sustainable Development Agenda.	Represent the Convention in international meetings and act as a spokesperson for the Convention (CBD, SBI and Post 2020 Biodiversity Strategic Framework, HLPF on Sustainable Development in	SG/SRAs/DSP	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
	Agenda and SDGs (High Level Political Forum on Sustainable Development, SDGs 14 and 15 (XIII.7 para 41).		July, SDGs workshops on indicators for SDG 14 and 15).		
		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.	Report to the IAEG-SDGs on the progress of achieving SDG Indicator 6.6.1 on wetland extent.	SRA 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 Ramsar Sites (Americas, the Indian Ocean and South-East Asia and the Atlantic Coast of Africa) (XIII.24 , para 24.	Renewal of the MOU with the Secretariat of the Inter-American Convention for the Protection and Conservation of Sea turtles.	SRA Americas	Core
			Conservation of turtles in Ramsar sites according to Ramsar MOU and CMS MOUs.	SRAs/DSP	Core
	Approval by SC58 elements of advice for the GEF concerning the funding to support the objectives and	N/A	N/A	DRMO, SRAs	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
	priorities of the Convention, for the eighth replenishment of the GEF financial mechanism, and CPs, priorities communicated to the GEF (XIII.7 para 46).				
	Strengthen collaboration with the GEF Secretariat.	Strengthen collaboration with the GEF Secretariat concerning the funding to support the objectives and priorities of the Parties (XIII.7 para 46).	Collaboration on areas of common interest according to SP and Parties priorities and engagement on the GEF Council.	DRMO, SRAs	Core
	Report regularly to SC on progress in implementing Resolution XIII.7 and Resolution XI.6 on Partnerships and Synergies with Multilateral Environmental Agreements and other institutions (ie synergy process under the CBD and UNEP, strengthen collaboration with	Report to SC57, on progress in implementing Resolution XIII.7 and Resolution XI.6 on Partnerships and Synergies with Multilateral Environmental Agreements and other institutions.	Approval of SC57 of the progress report.	SRAs, DSP	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
	UN agencies, MOU UNEP).				

Function: 6. RESOURCE MOBILIZATION	Purpose: 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.
---	---

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
6.1 Funds raised to support non-core priority activities as prioritized by Res XIII.2 Annex 3. Resolutions X.12 , XIII.2 and SC52-23	Percentage of funds raised against projected 3.2m CHF non-core priority activities requirements.	Present revised fundraising work plan to SC57, reflecting new non-core priorities of Res XIII.2 and SC54-6.	Approval of work plan by SC57.	DRMO/SMT	Core
	Integrated focus on corporate actors as potential funders as per Resolution X.12 .	Completion of database of potential funding sources.	Database operational for SC57.	DRMO	Core
	Decision SC52-23 to prepare and adopt the Convention’s	Completion of proposals for RAMs, Gender, RRI, WWD and Inventories.	Proposals completed mid-2019.	DRMO	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
	first full Resource Mobilization Work Plan implemented.	Outreach to potential funders.	Number of potential funders/quarter.	DRMO	Core

6.2 Support CPs in their national and regional fund-raising efforts.	Volume of funds raised reported by CPs.	Completion of database of potential funding sources.	Database operational for SC57.	DRMO/SMT	Core
		Development and provision of fundraising templates and tools.	Fundraising templates/tools provided by year-end.	DRMO/SMT	Core
		Capacity building in fundraising for CPs.	TBD based on CB plan of Secretariat.	DRMO/SMT	Core

Function:	Purpose:
7. OUTREACH and STRATEGIC ENGAGEMENT	Secretariat is a catalyst to raise visibility for conservation and wise use of wetlands and the work of the Secretariat and CPs.

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
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. Resolutions X.12 and XIII.1	WWD implemented.	World Wetlands Day 2020 planning and implementation.	An increase in the number of events, downloads, and social media engagement over 2019.	DRMO	Core
	IOP activities implemented in accordance with MOU.	Start implementation of the 5 joint activities identified in the 2018 – 2024 IOP MOU.	Implementation of a minimum of two joint activities underway.	DRMO	Core
		Work in partnership with organizations where the partnership objectives adhere to the criteria provided by SC54-16 .	All partnership agreements comply with SC54-16 guidance.	DRMO/SMT	Core
		Renew Danone partnership for 2020- beyond.	Danone partnership renewed.	DRMO	NC
7.2 Through targeted outreach, raised the visibility of the Convention at the national, subnational, regional and international levels.	Increased use and access to materials and information on the Convention, its SP and priorities at national, subnational,	Regularly publish and post relevant content on Ramsar.org and social media platforms. Ensure that website content is current.	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.	DRMO	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2019 Indicator	Lead/Support	Budget
	regional and international levels.	Initial planning for 50 th Anniversary.	Draft 50 th Anniversary plan prepared.	DRMO	Core
		Secure high-profile speaking and presentation opportunities for the SG and Secretariat staff with targeted audiences.	Number of speaking and presentation opportunities at targeted events and key high-level fora.	SG/SMT	Core