



11th Meeting of the Conference of the Parties to the Convention on Wetlands (Ramsar, Iran, 1971)

“Wetlands: home and destination”

Bucharest, Romania, 6-13 July 2012

Ramsar COP11 DOC. 18

Strategic Framework for Ramsar partnerships: partnerships and fundraising

Action requested. The 11th meeting of the Conference of the Contracting Parties is invited to consider this information document “Strategic Framework for Ramsar Partnerships”, the purpose of which is to set out a framework for establishing future partnerships and provide a fundraising strategy.

Note by the Secretariat

1. Consistent with the guidance provided by the Conference of the Parties, a Partnership Coordinator joined the Ramsar Convention in 2011. The following document has been prepared as part of a thorough rethinking of the Secretariat’s activities in that sphere.
2. Part 1 concerns a Strategic Framework for Ramsar Partnerships, the purpose of which is to provide the strategic context for charting the Secretariat’s future approaches to partnerships in a consistent and coherent way. The Framework complements vol. 5 of the Ramsar Wise Use Handbooks (4th ed., 2010) and sets out conditions for partnership engagement with the Convention Secretariat and other Convention bodies.
3. The 43rd meeting of the Standing Committee asked to have a stronger focus on fundraising in the document as then drafted, and thus Part 2 of the present Framework sets out a framework strategy for fundraising in particular.
4. Appended to this document as Annex 1 is the two-year work plan of the Partnership Coordinator, as requested by SC43. Annex 2 provides a progress report on the work of the Partnership Coordinator so far. Annex 3 contains information and priorities for the way forward with partnerships, which was created following a series of internal discussions of the Secretariat and the Chair of the Scientific and Technical Review Panel (STRP). This information sets out a vision and operational priorities for the partnership programme and should be viewed as an important roadmap for the future of partnerships and resource mobilization.
5. Annex 4 comprises a listing of active partnership agreements along with a brief description of the purpose and results of each partnership, which was called for by SC43 in order to

better understand the partnerships currently active, their purpose and the outcomes to date. Annex 4 is nearing completion within the Secretariat and will be issued separately as a Addendum to the present document.

Highlights

6. Since SC43, a fundraising campaign entitled “Wetlands for Life” was kicked off in November 2011. The financial target for this specific campaign is 4 million Swiss francs (CHF) over three years, and the specific programmes and projects under this particular campaign are:
 - Regional Initiatives (information on projects and funding needs are required for the campaign)
 - Small Grants Fund (SGF)
 - Ramsar Advisory Missions (RAMs)
 - The Economics of Ecosystems and Biodiversity (TEEB) Water and Wetlands (STRP Priority)
 - Scientific and Technical Review Panel (STRP) Capacity Building (STRP priority)
 - Modernization of the Ramsar Information Sheets information technology system (STRP Priority)
 - State of the World’s Wetlands and Global Wetland Observation System (STRP Priority)
 - Conservation of Mangroves (project included due to Secretary General’s decision as well as great interest from donors)
7. In 2011, a fundraising leaflet was created for the campaign and over 400 have been distributed. Special project description inserts, such as for the SGF, were designed and included in a leaflet presented to particular donor prospects.
8. In coordination with the Senior Regional Advisors, details on programmes and projects under the Regional Initiatives are being drawn together. General descriptions of the Initiatives are being posted on the Ramsar website under the new Resource Mobilization page. Further details are expected to be received very soon on the specific projects, programmes, funding needs, budgets and logical framework for project proposals for the different Regional Initiatives and programmes. Prospective donors listed in the new database will then be matched with Regional Initiative projects and programmes that meet donor-specific priority funding objectives and priorities, and appeals for financial support will be made.
9. The Chair and the Technical Officer of the STRP have provided the Partnership Coordinator with the top priorities for which financial support is to be sought. Further work will be undertaken following the Conference of the Parties to develop further the proposals for prospective donors, including a full budget, logical framework, timeframe and deliverables.
10. We wish to extend our great thanks to Finland, Norway and Switzerland for funding the project on TEEB for Water and Wetlands. In addition to these donors, one prospective donor is specifically interested in the application, training and capacity building of the

TEEB report for the business sector. There is also strong donor interest in the project on the Conservation of Mangroves (namely the World Bank, MAVA and French GEF) and the State of the Worlds Wetlands projects. Active follow-up with further appeals and the development of full proposals are underway.

11. An important accomplishment in fundraising is the agreement with IUCN-US which provides the capacity to accept donations on the topic of the Conservation of Wetlands under their approved US Internal Revenue programme which adheres to Section 501(c)3 of the US tax code, providing a structure whereby donations made to IUCN-US for the Conservation of Wetlands can be deducted from national income taxes. This agreement opens an important door for IUCN to accept gifts from US citizens, companies or foundations for Ramsar Convention programmes and projects on the conservation of wetlands and greatly facilitates fundraising efforts.

Strategic Framework for Ramsar Partnerships

PART 1. Partnerships

A. Introduction

1. The Strategic Framework for Ramsar Partnerships provides a foundation and roadmap to guide future engagement with civil society (including the private sector) and public sector organizations, chiefly in order to support increasing the national and international resources and capacity to implement the Ramsar Convention's Strategic Plan. Resolutions adopted by the Conference of the Parties state clearly that the Contracting Parties support partnerships and believe they are critical for delivering results.
2. The *Principles for partnerships between the Ramsar Convention and the business sector* adopted by Resolution X.12 (2008) are an integral part of the Framework as is Ramsar Wise Use Handbook 5 (4th ed., 2010) on *Partnerships*. The Handbook brings together Resolutions and other documents and decisions on partnerships that have been taken since the 7th Meeting of the Conference of Parties.
3. The scope of the Framework covers all partnerships, formal, informal, collaborative, synergistic and financial relationships entered into by the Secretariat. As the Partnership Programme evolves in the coming years, the Framework will be adapted and adjusted according to experience gained, lessons learned, trends, circumstances, successes and challenges.

B. Why Partnerships?

4. Partnerships add value to the Convention and contribute to its work through a range of activities and relationships, for example, building capacity, mobilizing resources, advocating and taking actions to ensure the conservation and wise use of wetlands globally. They enable governments of Contracting Parties, the Secretariat, the Scientific and Technical Review Panel (STRP), and other Convention bodies to accomplish more than they could on their own.

C. Context – Strategic Framework for Partnerships

5. The Strategic Framework for Partnerships is intended to provide a structure for integrating the use of partnerships more fully into the implementation of the Strategic Plan.
6. Partnerships are defined as voluntary and collaborative relationships between different parties from the public and the private sector in which all participants agree to work together to achieve a common purpose or undertake a specific task and, as mutually agreed, share the risks, responsibilities, resources and benefits.¹
7. The role of partnerships under the Convention is to harness the capacity and commitment of key actors in order to secure sustained access to external resources, human, technical, informational, political and/or financial, vitally needed to build capacities in Contracting Parties to promote national action and international cooperation in order to ensure the maintenance and wise use of all vital ecosystem services provided by wetlands.
8. The goal of partnerships is to expand the Ramsar Convention community, enhance collective efforts and capacity and contribute to the implementation of the Strategic Plan, in order to implement the Convention and its strategic Plan.

D. Structure of Ramsar Convention partnerships

9. Future partnerships are to be developed under the structure laid out in the following sections, which set out the structure and function of partnerships under the Convention and its Secretariat. As noted earlier, Resolution X.12 would be applied to any partnership under consideration with the business sector and is considered to be an important aspect of the partnership development and due diligence process.
10. With respect to partnerships with the business sector, Handbook 5 on Partnerships, 4th ed., states that key expectations of partnership development between the Ramsar Convention and the business sector include, for example, “to build an agreed strategy for best practices; to jointly carry out positive activities; to benefit mutually from the outcomes of the joint activities.”

E. Strategic context

11. For each new partnership, a review and analysis is to be undertaken to determine its relative value to the Convention. Partnerships have direct and indirect benefits and risks that should be taken into account before entering into an agreement.
12. The added value of partnerships for the Ramsar Convention include:
 - expanding the basis for policy dialogue and advocacy;
 - having mutual influence between partners;

¹ This definition is based on previous definitions used in Convention Resolutions and the definition of partnerships by the United Nations General Assembly in resolution 62/211, 19 December 2007.

- sharing knowledge, data, information and experience;
- increasing participation in Convention activities;
- improving coordinated project and programme delivery and management;
- tapping a broader base of knowledge, expertise, experience and capacities; and
- bringing together experts and policy makers to, for instance, develop guidance or guidelines together, leveraging scarce resources and thus reducing costs by work sharing or joint work programmes to produce a specific product or outcome.

F. Characteristics of partnerships under the Ramsar Convention

13. The main characteristics for partnerships are summarized in the following bullet points.

- The focus is on wetlands and the role of the wetland as a natural infrastructure for providing water services or other key ecosystem services.
- They are voluntary agreements developed with a common objective to contribute to the aim and mission of the Convention. While there may be individual objectives set out in the partnership, the common objective, aims and mission of mutually beneficial actions is an inherent part of the agreement.
- They play a role in expanding the basis for mutual cooperation for scientific and advocacy activities and policy dialogue and in expanding the resources – human, informational, technical and financial – to support the Convention and its implementation at the local, national, regional and global levels.

G. The role of partnerships under the Ramsar Convention

14. The role of partnerships under the Ramsar Convention should meet one or more the following objectives:

- Support the implementation of the Strategic Plan;
- Raise awareness, visibility and recognition of the Convention and the work of the STRP and other bodies at the global, regional, national and local level;
- Provide for or facilitate training and education;
- Supply technical, scientific and political advice;
- Assist and/or support the delivery of programme or project results;
- Give access to data and information needed for the implementation of the Strategic Plan;
- Open the door for access to scientific, technical, political and other international bodies to share information and data and work together;
- Offer financial input; and/or
- Promote positive changes in behaviors of partners vis-à-vis the Ramsar Convention and the conservation and wise use of wetlands.

H. Types of Partnerships

15. In streamlining the partnership programme, it is necessary to be selective about what constitutes a partnership under the Convention. There are many types of partnerships that could be beneficial to the implementation of the Strategic Plan, such as: topic or

thematic; global and multinational governmental or private sector associations; sector-specific; multisectoral; multistakeholder; project, action or task specific; resource related – technical, scientific, informational, human, financial, etc.; or regional, national and communal associations or organizations with a broad reach or particular added value or expertise.

16. Partnership categories include:

- International Organization Partners (IOPs);
- nongovernmental organizations;
- private sector;
- public sector;
- intergovernmental organizations;
- multilateral environment agreements;
- scientific and technical bodies and/or panels;
- foundations and organizations;
- financial institutions/facilities, funds, private and other investment banks;
- philanthropists and ultra and high net worth individuals;
- family offices and family wealth managers;
- national and local government;
- local and (multi) city specific associations; or
- labor unions.

I. Partnership structure

17. Partnership agreements are to contain:

- clearly articulated priorities, actions, timelines and operational modalities;
- forms of cooperation and commitment;
- a plan for cooperation and collaboration (joint work plan, set actions or activities, etc.);
- monitoring and reporting plans; and
- an exit strategy (conditions under which it would no longer be continued).

18. Partnerships and other informal collaborations must:

- be transparent;
- ensure equity;
- have integrity and independence to protect the Convention and its branding;
- be aligned with policies, strategies, administration and procedures of the Convention and the Secretariat;
- be cost-effective;
- focus on delivery of results;
- conform to rules and procedures of the Convention and have a legal clause for disputes;
- be regularly monitored and evaluated;

- have **an exit strategy** for task, project or specific programme-oriented agreements;
- be discontinued when participation is lacking, progress is not being made, there are violations of the principles, guidelines or core operating procedures of the Convention or the Secretariat, or when it no longer serves the benefit of the Parties; and
- meet the **standards of a due diligence** evaluation prior to any commitments.

J. The role of the Changwon Declaration

19. The Changwon Declaration is potentially an important mechanism for furthering multisectoral integration. One of the strategic purposes of partnerships is to broaden the support for the Convention and its efforts internationally, regionally, and nationally. Bearing in mind the Declaration, it is fundamental that national environmental governance shift from single sector, demand-driven approaches to an ecosystem-based approach to policy and decision making that affects the wise use of wetlands with other sectors of government, focal points of other MEAs, and civil society in order to ensure that the role and importance of wetlands for their businesses is fully recognized. A primary tool for integrating other sectors of the economy into the work of Convention is through partnerships with the different sectors (and multisectorally in relation to specific topics or themes) and partnerships focused on raising awareness and increasing knowledge of wetlands, their value and management.

K. Due diligence

20. Before entering into any agreement, a due diligence evaluation needs to be completed. The purpose of due diligence is to evaluate the risks and benefits of working with a potential partner from the public sector, private sector or other nongovernmental, non-business association or organization. The following table of categories and actions provides a basis for what should be covered in the due diligence evaluation. Each area in the table should be reviewed and evaluated during the due diligence process.

Due Diligence Evaluation²

Corporate image	Social responsibility	Environmental accountability	Financial soundness	Policy compatibility	Resolution X.12
<ul style="list-style-type: none"> • Public image and public relations • Pending lawsuits (what type, corruption, human rights violations) • Negative media • Transparency and equity • Positive environmental activities 	<ul style="list-style-type: none"> • CSR policy and activities • Labor standards • Health and safety standards and records • Standardized Code of conduct • Global Compact Member 	<ul style="list-style-type: none"> • Monitoring performance • Avoiding negative impacts or mitigating impacts • Improving performance • Environmental reporting 	<ul style="list-style-type: none"> • Publicly traded • Annual reports • Sound auditing procedures • Number of years in business 	<ul style="list-style-type: none"> • Compatibility with Ramsar policies and standards • Adherence to global standards and policies • Foreign affairs sensitivities concerning Contracting Parties 	<ul style="list-style-type: none"> • Meets conditions and principles found in Resolution X.12 and its Annex

PART 2. Strategic Framework for Fundraising

A. Introduction

21. Some partnerships are expected to have a financial aspect or agreement. The framework for these partnerships and the strategy for fundraising are set out in the following section. More detailed fundraising plans will be developed as needed for each priority project, programme and Initiative.
22. The mission of the fundraising work is to catalyse resources that will foster the conservation and wise use of wetlands through the implementation of the Convention's Strategic Plan.
23. Resource mobilization and fundraising aim at increasing overall financial resources for implementing the Strategic Plan. The financial situation of the Convention is set out in the COP11 DR 2, "Financial and budgetary matters" and the COP 11 Information documents DOC. 15 "Financial and budgetary matters: Outstanding contributions" document and DOC. 16 "Background information on financial and budgetary matters". The additional priority financial support needed under the Convention, as

² US AID, Due Diligence, Step-by-Step Guide, adapted by the Ramsar Secretariat, <http://idea.usaid.gov/gp/due-diligence-step-step-guide>

stated in Decision SC43-35, is for the Regional Initiatives, SGF and STRP. Other priorities discussed at SC43 were Ramsar Advisory Missions, capacity building through education, training and awareness-raising, along with other priority projects aimed at implementing the Strategic Plan.

24. Resource mobilization and fundraising are considered to be a collaborative effort of the Secretariat, Contracting Parties, and other bodies of the Convention and stakeholders. It is not only Secretariat-led for certain programmes, projects and initiatives (top down), but can be accomplished at the local, national and regional level (bottom up) in order to implement the Strategic Plan.

B. Objectives

25. The fundraising objectives are to:
- increase funding and support for the implementation of the Strategic Plan, including capacity-building activities, management of wetlands and other activities identified as priorities for the conservation and wise use of all wetlands;
 - obtain timely and predictable voluntary funding to allow for appropriate planning and implementation of Convention activities, projects and programmes;
 - secure financial support and/or resources for, *inter alia*: 1) Ramsar Advisory Missions, 2) Regional Initiatives, 3) the Small Grants Fund (SGF), 4) Scientific and Technical Review Panel (STRP) projects and activities, and for other special initiatives and funds; and
 - pursue non-traditional sources of funding and ensure the diversification of donations and support.

C. Targets

26. The five-year financial target, 2012-2016, is 11.5 million CHF for the Convention.
- i) 2012 target is 1.0 million CHF
 - ii) 2013 target is 2.0 million CHF
 - iii) 2014 target is 2.3 million CHF
 - iv) 2015 target is 3.0 million CHF
 - v) 2016 target is 3.2 million CHF
27. The targets were developed on the basis of current projects and estimated needs for Regional Initiatives, SGF needs, additional projects on the STRP list and a projected increase in RAMs. Revision may be necessary when further data and full proposals are completed.

D. Indicators of progress

- Increased number of local, national, regional and global and other related activities developed and resourced through a partnership;

- Increased number of stakeholders participating in a Ramsar partnership (e.g., sector or type of programme);
- Increased ratio of funding in relation to project proposals presented to donors; and
- Increased ratio of sustainable funding sources.

E. Strategic actions

28. Core actions listed below are strategically important for resource mobilization and fundraising. These activities will help to secure resources that will contribute toward implementing the Strategic Plan. The following sixteen actions form the backbone of the Secretariat's fundraising and will drive the strategic direction for fundraising for the next five years (2012-2016).
- 1) Develop a **compelling case for support**.
 - 2) Extend the "branding" of the Ramsar Convention by raising the **visibility and profile of the Convention in the donor community** and in major international processes.
 - 3) Develop a **comprehensive donor prospect database** and map donors with their priorities and goals and geographic focus to the Ramsar Convention Strategic Plan, Regional Initiatives and other projects designed to implement the Convention.
 - 4) Develop programme for **donor relations and management**.
 - 5) **Proactively carry out cultivation activities** for new donors and active stewardship of past and existing donors, developing new communications with donors through e.g. quarterly newsletters and regular e-mail announcements.
 - 6) Carry out fundraising campaigns, focusing mainly on large-scale gift requests.
 - 7) Create specific **gift request strategies** for a small set of prospects (bi-annual), as part of a campaign.
 - 8) **Align communication and partnership/fundraising strategies** within the Secretariat in order to ensure that tailored, appealing fundraising materials are developed, with consistent messaging, as attractive packages and written in "donor speak"; upgrade public relations about the Convention and its benefits.
 - 9) Select a small set of **high priority or signature initiatives** for large-scale resource mobilization.
 - 10) Organize and hold **donor meetings** as well as prestigious cultivation or fundraising events/activities.
 - 11) Develop **fundraising tools**, guides, templates and training for use by Contracting Parties and Regional Initiatives.

- 12) Develop **further use of the Web and social networks** for visibility and special requests for support.
- 13) Increase **advocacy** efforts, drawing attention to the direct need for financial support due to a particular or impending issue or crises (e.g., RAMs).
- 14) Partner with other organizations to **raise visibility and gain a broader public and donor audience as well as enhance credibility**;
- 15) Jointly fundraise with Partner Organizations (IOPs) and bodies; and
- 16) **Design fundraising plans** for programmes, initiatives and projects needing extra-budgetary funding that encompass annual and/or multi-year (regular annual) giving.

The case for support

29. Embedded in the idea of raising the profile of the Convention is the development of a “compelling case for support” – the first step in any fundraising strategy. The role of a case for support is to motivate a donor to contribute to a “cause”, project, programme, or initiative, and it is thus a fundamental fundraising tool. The case provides the rationale behind the need for the funding and should clearly illustrate what will happen if financial support is not secured, such as the loss of valuable wetlands and their ecosystem services.
30. Strong messages around the consequences or impact from not supporting the particular project, programme or initiative are imperative in the case for support. The case for support should describe how the donation will help or make a needed change and stress that the programme or initiative (and the Convention) are competent to solve the stated problem for which a financial donation is needed.

Raising the profile and recognition in the donor community

31. A core principle of fundraising is that the more potential donors hear about the Convention at all levels, the more willing they will be to engage and provide support. Thus, raising the political profile at all levels of government, regionally and through global processes, will contribute positively to the fundraising strategy.
32. Thus a key component of resource mobilization is the marketing and publicising of the profile and brand of the Ramsar Convention at all levels. The fundamental importance of raising the profile and the recognition of the Convention brand is to get the message out to potential donors about what the Convention is, its successes, and its importance for ensuring the conservation and wise use of wetlands.
33. One challenge to overcome in raising the visibility and recognition of the Convention is that while the Convention has been in existence for over 40 years, it is not as widely known in the donor community as other Multilateral Environmental Agreements that are more prominent publicly and in the donor community,

34. Raising the public profile also means working to mainstream the vision and mission of the Ramsar Convention into international and national strategic priorities, processes, sector-wide plans and focus areas of partners, major foundations and programmes such as the World Bank and regional and development banks, agencies, funds, and facilities (like GEF), as well as individuals.
35. Brand identification and knowledge by prospective donors is a key step in resource mobilization. While efforts have been made over past years to raise the profile and recognition of the Convention, an active and focused effort will help to enhance the name and brand of the Convention with the donor community worldwide.

Fundraising campaigns, tools and materials

36. Fundraising campaigns consist of actions to focus the attention of prospective donors on the specific issue or problem where funding is needed to resolve the situation. Fundraising campaigns range from a few weeks to several years. Each campaign requires a specific plan and strategy designed to meet a precise need, with a funding target or goal. There should be, at a minimum, one fundraising campaign per triennium.
37. In addition to the campaign, a fundraising tool kit for resource mobilization will be built up over time. It will include items such as a fundraising guide, training programmes, and other tools and materials to help Contracting Parties and Regional Initiatives build their capacities to raise needed resources.

Donor database, cultivation, donor relations, and management

38. **Identification** of the major donors for wetlands, water, health, and other purposes related to priorities at the international and country level is a key aim in the fundraising strategy. There are a host of entry points and links from Ramsar Convention projects, programmes and initiatives that link to core priorities and objectives of donors. When research is completed on a donor, a template is developed for the database.
39. Prospects for sponsoring activities under the Ramsar Convention include national government development agencies, the World Bank Group and regional development banks, corporations and corporate foundations, multilateral agencies, charities, venture capitalists, philanthropists, private and financial sectors, bilateral/multilateral mechanisms, ultra high net worth individuals and family wealth fund managers, charitable trusts, local authorities, and community foundations. All regions have been included in the identification of potential donors.
40. Water has been considered a priority entry point for the past year, in addition to food security, biological diversity, health, drought and flood reduction, agriculture, and climate change.
41. **Donor prospect matching** is undertaken in order to match Strategic Plan objectives and priorities to those of a prospective donor. **Mapping** donor prospects is carried out by matching funding needs of the Convention with those donors that have similar objectives, priorities, projects, programmes or specific geographical interests.

42. The process of identifying prospects must go through the standard process of research, profiling, short-listing and mapping of donors and connecting them to a particular priority programme or project or grant fund.
43. ***Donor relations*** involves systematic communication (at least quarterly, if not more regularly) to keep the name and positive image of the Convention on the *radar screen* of important and key donors. Maintaining a high confidence level and good will relationship is essential. Transparency and communication with the financial officers and the provision of timely and accurate reports that meet the requirements of donor agreements are all indispensable to maintaining the good will relationship with the donor. Examples of such activities could include personal visits, telephone calls, e-mails, newsletters, summaries of annual achievements, and a systematic outreach to past and potential donors.
44. ***Donor conferences or meetings*** will be used to bring potential donors together and present the needs of, for example, key programmes or projects or funds. This can be an effective mechanism for obtaining co-funding or seed funding from a number of donors through the synergy of the meeting and for building closer relations with the donor community that would support Ramsar work. For instance, a donor meeting could be held for funding Regional Initiatives, STRP projects, etc. Often donor conferences/meetings are **held in conjunction with other partners or in association with other global meetings.**

Types of Funding

45. There will be a multifaceted approach to fundraising. While direct grants from Contracting Party governments is one of the most efficient methods with the lowest transaction costs, the budgetary constraints facing governments have made this traditional method of funding for the Convention less likely to be successful in the near future.
46. Funds sought in the future will be through direct funding by individuals and Charitable Trusts, foundation funding via grants, sponsorships, in-kind and other technical or scientific contributions by the private sector to a project, initiative or programme. Family wealth offices or other philanthropic organizations can provide direct contributions from individuals for their cause (protection of a special wetland) or as a contribution to, for instance, nature from their foundation. The World Bank and other regional banks will fund through a grant or as direct funding for projects and programmes depending on the topic and how it aligns with their programmes and missions. Matching funds and co-funding of activities will be pursued with individual, foundation and business donors.
47. Other options for fundraising are through events and direct sales, and further research on the modalities for this type of fundraising under the Convention will be investigated for feasibility.

Web use and social networking

48. The Convention website is a valuable tool for fundraising. A call for funding can be placed on the Convention website to inform prospective donors of the projects, initiatives and programmes available for financial support. At the same time, information on the Web makes it much easier to refer to where further information on a project, initiative or programme can be found in fundraising materials and presentations.
49. Social networking is the newest tool for fundraising. Using social network sites and tools will help to broaden the knowledge about the Convention into commonly used mechanisms such as Twitter, Tumblr, Facebook and more. Programmes, projects and activities of the Convention would have greater visibility through regular feeds into these media. In particular, recent studies on social networking say that Twitter and SMS messages are showing positive results in gaining the attention of donors for charity fundraising. These are cutting-edge tools that will be an integral part of future resource mobilization and fundraising.

Monitoring and evaluation

50. Monitoring and evaluation processes will be established in order to regularly monitor resource mobilization progress against set targets and goals. Regular assessments of donors allow for updating progress, sharing information, identifying obstacles and discussing plans and targets.

F. New mechanisms that will enhance results for Resource Mobilization

Signature Initiatives

51. The “Ramsar Signature Initiative” concept has been discussed by the Conference of the Contracting Parties and at previous meetings of the Subgroup on Finance. Resolution X.7 (2008) urges that Signature Initiatives be developed in relation to the Small Grants Fund (not as part of it). Further, the Resolution encourages Signature Initiatives to be developed as region-wide projects to address regionally-identified priorities. On the basis of the discussions at the 10th meeting of the COP, Resolution X.7, and further exploration of the concept, it can be suggested that Signature Initiatives be used as a special tool for resource mobilization.
52. Signature Initiatives can be viewed as the branding of a “special” project or programme which stands out from other projects requiring funding under the Convention. It is something that could be presented to a donor as a priority for a particular region or on the global scale for particularly important initiatives. Other organizations with a signature, special or flagship initiative have found that it sets the initiative apart from other activities and from other work as a “special” campaign (e.g., the Tiger campaign of WWF)
53. In framing the use of Signature Initiatives, only a limited number of such initiatives can be created as a ‘proof of concept’. One to four initiatives are suggested per triennium. More than this number would dilute the importance and priority of the initiative to prospective donors.

54. Signature Initiatives must be tied to a global or regional priority, and each initiative would have a special fundraising campaign. There are two potentially options for Signature Initiatives: a global project or a region-specific (and regionally agreed) project.
55. On the global level, an example could be a project or work area such as an STRP capacity building project which could bear fruit for all Parties and provide global benefits. A regional example would entail an agreement by the Parties in a region on a particular project that would be a Signature Initiative project for that region. It would entail letters of support from countries in the region to demonstrate the value of the specific project to the region.
56. Whether it is a global or regional project, a description of the project, rationale, context, activities and results, along with a clear budget and timeframe, needs to be prepared and submitted to the Secretariat. As noted above, regionally-agreed projects would need to have documentation demonstrating substantial regional support for a particular project.
57. Information on the project and the request to be a Signature Initiative for fundraising would be submitted to the Partnership Coordinator through the Senior Regional Advisors or, in the case of STRP, through the Chair and Secretariat's Technical Officer. The CEPA Oversight Panel would follow the same procedures as the STRP for a global project.

Global fund for wetlands and water management

58. With the myriad of NGOs, IGOs and others working to raise funds for environmental causes, including wetlands, a more global and cohesive approach to stemming the loss of wetlands could provide added value to Contracting Parties. Another tool that could provide new revenue would be the development of a Global Wetlands and Water Management Fund or Endowment established to receive voluntary contributions. Such a fund could be a central repository for donations and gifts towards building wetland management capacities, management and restoration of threatened wetlands from bilateral donors, private foundations, trusts, charities, private corporations, philanthropists, 'high net worth individuals' and 'ultra high net worth individuals', IGOs, NGOs, and other private citizens.
59. A Global Fund for Wetlands and Water Management could be one way to supply more substantive and consistent, sustainable funding to the Convention and the efforts made by Contracting Parties. Setting up the facility could be considered for a specific set of activities, such Ramsar Advisory Missions. The process would necessitate a Resolution the COP or decision by the Standing Committee to set out the financial structure for such a voluntary fund.

Conclusion

60. This Framework lays out a structure for engaging in future partnerships under the Convention. It will be used to evaluate whether to enter into new partnerships, and when a new partnership is considered, the Framework shall be applied to the development process.

61. Over the next five years the Partnership Coordinator will focus on developing new sources of funding and implementing more innovative approaches to finance activities, projects and initiatives in furtherance of the Convention's Strategic Plan. The Resource Mobilization/Fundraising Strategy offers an initial review of the activities and actions to grow the funding base for stated Ramsar Convention priorities.

Annex 1: Partnership Coordinator's Work Plan

The following provides information on the objectives and indicators for the Partnership Coordinator and 2012-2013 work plan, and the work plan itself in a table format, with an additional column to highlight progress.

OBJECTIVES

- Establish effective partnerships that address in new or innovative ways existing and emerging issues in the conservation and wise use of wetlands and the Strategic Plan to increase the relevance of the Convention with regard to key global challenges and the recognition of its mission and achievements as a contribution to sustainable development.
- Establish partnerships that provide meaningful engagement of key stakeholders on the ground aimed at enhancing and facilitating the sharing of experiences and information and data on current and emerging issues and priorities for the Convention globally.
- Identify business companies that are committed to support and enact, within their sphere of influence, a set of core values for water and wetlands conservation and wise use; engage with these pioneer companies to assist and improve their approaches in handling wetlands and seek contributions to promote the joint implementation of their priority actions and the Ramsar Strategic Plan.
- Raise funds for priority programmes not funded by the core budget.
- Assist Contracting Parties and Regional Initiatives increase resources to implement the Strategic Plan and overall Convention principles.
- Coordinate the preparation and facilitate the establishment of new strategies and partnerships, including a strategic component for broadening participation and support of each partnership by stakeholders.
- Develop partnerships and resource mobilization/fundraising strategies for programmes and projects.
- Develop training and tools to build capacity for fundraising for wetland managers, those involved in Regional Initiatives, and others as determined by Administrative Authorities at national level.

INDICATORS

- Increased number of local, national, regional and global and other related activities developed and resourced through a partnership.
- Increased participation in the number and sector or programmatic type (e.g., water and food security or climate change programme) of stakeholders involved in a Ramsar Partnership.
- Increased ratio of funding in relation to projects presented to donors.
- Increase in ratio of sustainable funding sources.
- Wide distribution and use of partnership and fundraising materials and tools by Contracting Parties and Regional Initiatives.

Partnerships

Terms of Reference for the post

- To maintain and develop existing partnerships with key Ramsar partners, and develop new ones, in line with priorities, including strategic alliances: a) with the United Nations system; b) with multi- and bilateral institutions such as the World Bank Group, development banks, GEF, WTO, EU, OECD, etc.
- To collaborate with the Ramsar regional teams and the Communications Team in furthering the Secretariat's work in increasing the appreciation and the recognition of wetland values by existing and additional Ramsar partners in order to stimulate development of new areas of action, including programmes/projects relating to climate change mitigation and adaptation, water quality, and land use improvement, together with tourism development and urbanization.
- To maintain and develop existing partnerships and broker new collaborative agreements and initiatives between Ramsar and the private sector, and to collaborate with Ramsar International Organization Partners (IOPs) in the development of a private sector engagement strategy.
- In consultation with the Senior Regional Advisors, to update and improve working relationships with relevant ministries/agencies within the Ramsar Contracting Parties, especially the ministries of Environment, Foreign Affairs, Water and Finance.
- To advise and support Ramsar Contracting Parties, STRP, and the Secretary General in their work with partners and donors.

Tasks	Expected results	Progress
1. Lead partnership coordination, development and monitoring. (Strategy 1.10 , 1.4, 3.1)	Coordinate all partnerships at a general level (except Danone). Establish mechanism for coordination.	Ongoing/done
	Collate partnerships and partnership agreements as well as outline the purpose and results to date. In consultation with Secretariat and others:	Completed

Tasks	Expected results	Progress
	<ul style="list-style-type: none"> • Streamline current list of partnerships and agreements to include only value-added partnerships. • Make recommendations on actions for those partnerships that have expired or are no longer needed. • Separate finance and policy/ coordination and work-sharing partnerships • Facilitate relationships and monitor activities of beneficial and value added partnerships. <p>Actively build relationships; identify value-added partner organizations and develop umbrella agreements to enhance long-term and consistent working relationships with organizations and bodies that could result in new capital flows (e.g., World Bank) or leverage scientific, technical or information networks and/or fulfill other specific needs for implementing the Convention.</p>	<ul style="list-style-type: none"> • Proactive relationship building with many entities, organizations, banks and bodies: World Bank Group , GEF, the UN and OECD. One particular highlight concerns the World Bank to develop an umbrella MOU to link working areas relating to the implementation of the Convention, e.g., linking the Ramsar Secretariat African mangrove project for Africa with the capital flows of the World Bank to countries for fisheries facilitation. Over 100 million has been allocated to several countries for fisheries in Western Africa and working to link mangrove restoration to the fisheries programmes of the World Bank. • Building closer relation with GEF – water and biodiversity. Looking for better links to climate change/blue carbon. • Building very good working relations with many UN bodies, particularly UNDP, UNICEF, Global Compact, UN Capital Development Fund, UNESCO (in umbrella agreement across the organization) and CBD (resource mobilization) and other UN relations such as with ECOSOC and UNCSD. Ramsar has confirmed observer status at the UNCSD Rio+20 process. Secretariat has prepared letters and documentation for observer status to ECOSOC and is pursuing permanent observer status for the Convention at the UNCSD and ECOSOC.

Tasks**Expected results**

Improve working relationships with relevant ministries/agencies within the Ramsar Contracting Parties, especially the ministries of Environment, Foreign Affairs, Water and Finance.

Stimulate development of new areas of action, including programmes/projects relating to climate change mitigation and adaptation, water quality, land use improvement, together with tourism development and urbanization.

Shepherd the development of new partnerships with Secretariat, update and renew partnership agreements to better address current work focus in tandem with the Strategic Plan; develop new agreements with governmental organizations and civil society to augment the implementation of the Strategic Plan in order to build capacities, facilitate sharing information, technical and scientific knowledge and increase access to international experts, project funding and more.

Reinforce collaboration with the UN Global Compact and get pertinent information to select trustworthy business companies and ensure that Principles for Private Sector Engagement (Resolution X.12) are adhered to.

Progress

Participating in **Rio +20 process** vital to raise the value of wetlands in this UN process and in major topic areas listed in the Future We Want document – the outcome document from Rio+20. Recognition in this process is important for the Convention, its position globally and particularly for fundraising. The Rio process has allowed the Coordinator to actively interact with the Ministry of Foreign Affairs of many countries to raise the value of wetlands and the Convention. In particular, linking the value of wetlands as the natural infrastructure for water and food security.

Actively worked to **stimulate integration of new programmatic areas** in which future directions and topic areas were integrated into a vision for action for the next 40 years. Building relations and a network with key foundations and development funds using the programmatic and project entry point of climate change mitigation and adaptation, water quality, land use improvement, together along with biodiversity.

Researched a number of market schemes to determine the value and potential for revenue generating, e.g., market mechanisms that use carbon credits and biodiversity credits could be stacked and identified as the entry point for a trading scheme that could house a wetland conservation or restoration projects and allow for the matching of donors to the project. One example is Mission Markets (missionMarkets.com). An agreement with a platform needs to be developed and to set up a pilot of a set of wetland management projects that meet the parameters to be posted on the platform for donors to fund.

Private sector engagement strategy is integrated into the Strategic Ramsar Partnerships document. Further work is needed to intensify engaging the private sector. One meeting co-sponsored by the Secretariat is taking place 9-10 July in Bucharest. The business water and wetlands meeting is also sponsored by WWF and the ICPDR.

2 February 2012: Renewed the Ducks Unlimited partnership agreement to update information and agree a work plan for action including the sharing of information and collaborating and coordinating on work and fundraising.

Tasks	Expected results	Progress
<p>1.1. Raise visibility with potential stakeholders, partners and donors globally. (Strategy 1.10, 1.4 1.5, 3.1, 3.4, 4.4)</p>	<p>Following results of COP11, prepare a business plan for partnerships on the basis of the Strategic Framework for Ramsar Partnerships, the Strategic Plan and stated COP priorities for the future.</p> <p>Continue to develop fundraising programme and distribute Convention materials, attend meetings with new sectors and partner groups and high-level international meetings on behalf of the Secretary General, to raise the visibility of the Convention.</p> <p>Prepare plan to coordinate and streamline communications within Secretariat so as to broaden application of social media as a way to raise visibility and value of the Convention and its implementation to potential partners and donors.</p>	<p>Developed with IUCN-US an agreement for accepting funding that addresses work by Ramsar Convention on the conservation of wetland through the IUCN-US on Ramsar projects for the conservation of wetlands. This is a fundamental accomplishment for accepting donations from many organizations, companies and individuals located in the United States</p> <p>Next step is to operationalise this agreement so that donations can be provided for the Ramsar conservation of wetlands to IUCN-US.</p> <p>Proactively building relations and partnerships to help carry out and fund the work of the Convention.</p> <p>The Rio +20 process has provided a superb opportunity to work with Foreign Affairs Ministries and Ministries of Environment to raise the visibility and knowledge about the Convention. The Coordinator provides advice and information to SRAs and assists them as needed.</p> <p>Prepared letters, briefings, documents and provided potential funding sources information accordingly.</p> <p>Coordinating and collaborating with Communications Team on Internet-based communications for fundraising. Worked closely on the development of a fundraising leaflet. Working with Communications Team to identify time available to support fundraising and Partnership Coordinator vis a vis the communications programme work plan.</p>

Fundraising: expanding resources – human, technical, and financial

Terms of Reference for the post

- To build up voluntary financial contributions, and develop less reliance on the Secretariat's core budget, through both public and private sector sources.
- To provide stewardship for existing fundraising initiatives, such as Small Grants Fund and Regional Initiatives as well as for the Conference of the Parties (COP).

- To oversee the preparation of fundraising plans, proposals, and budgets, in consultation with the Ramsar Senior Regional Advisors and the Finance Officer.
- To develop a portfolio of projects to submit to foundations, corporate and individual sponsors, in consultation with the Ramsar Contracting Parties and Senior Regional Advisors.
- To oversee the production and review of Ramsar reports to partners/donors to ensure that they meet individual donor requirements.
- To work with relevant officers strategically placed in countries/regions and aware of funding opportunities (and through regular exchanges with the International Organization Partners), and to relay the information to our Administrative Authorities, in order to match national and regional funding needs with broader funding opportunities.
- To develop, coordinate and implement a global fundraising strategy for the Ramsar Convention. This will require consultation with Contracting Parties in order to prioritize funding requirements and the development of a global network of fundraising focal points, the development of fundraising guidelines, and the building and maintenance of support systems.

The aims here are always multi-dimensional and include the raising of funds both directly for the Secretariat to administer but also indirectly, for wetlands, through Contracting Parties, NGOs, IOPs, and other MEAs.

The principal objective is to enhance the overall implementation of the Convention.

Tasks	Expected results	Progress
2. Lead fundraising activities and provide advisory services to SG, DSG, and SRAs (Strategy 3.3)	<p>Lead and coordinate efforts in Secretariat for fundraising and track/monitor efforts to avoid duplicative funding requests made to the same donor or that more than one request is being made at a time to a donor.</p> <p>Provide briefings and develop special materials for any meetings, workshops, seminars, and other activities where a donor(s) may be present, prepare resource mobilization materials and follow-up to meeting and contacts made by Secretariat.</p>	<p>2012-1013: Contact made and presentations completed with a number of companies a. (e.g. <i>inter alia</i> Nestlé, Shell, Tui, Starwood Hotels, L’Oreal, LMVH, Unilever, Red Bull, and Resorts, Frosch Travel, Accor, HSBC, PVH, Pinnault Group, Toyota and Mitsubishi, Nike, Amazon, Credit Suisse, private banks e.g. Wegelin Switzerland, MAVA, French GEF, many family wealth management offices). This is not a complete list of all contacted.</p> <p>Specifically, developed project information sheets on projects relating to top STRP priorities and other Convention work. Advice to SG and DSG on potential donors to contact and follow up with.</p>

Tasks	Expected results	Progress
	<p>Research and evaluate other potential innovative mechanisms that could be used in fundraising.</p>	<p>Regularly review and analyze potential mechanism(s) or financial market tools which can be used, developed or tailored to generate revenue for implementing the Strategic Plan (e.g., trading platforms, private bank investments, social bonds for wetlands)</p>
<p>2.1. Develop fundraising strategy</p>	<p>Develop a draft 5-year fundraising strategy for 5 priority projects, and integrate over time other high priority activities that will help the Secretariat achieve resource mobilization goals. Use the Strategic Framework for Ramsar Partnerships as a basis to develop a fundraising strategy with practical implementation components that include a set of short, medium and longer term goals for the Convention (Strategy 1.10 and 3.3)</p> <p>Included is a limited number of project or programmatic priorities for fundraising that would be updated annually.</p> <ul style="list-style-type: none"> • Prepare an annual brochure featuring accomplishments and projects needing funding for the following biennium integrating fundraising campaign targets. • Develop the foundational framework for specific marketing and publicity campaigns suited to the different parts of the Strategic Plan. • Integrate priorities set out from the Ramsar Vision40+ discussion document. <p>Fundraising Targets 2012: 1.0 million CHF 2013: 2.0 million CHF</p> <ul style="list-style-type: none"> • Develop sub-strategies for special or priority projects and initiatives, including, Regional Initiatives, TEEB Water and Wetlands, Conservation and Re-establishment of Mangroves, Regional Advisory Missions and the generation of scientific knowledge and technical tools., development of new electronic data system for Ramsar Information Sheets on all Ramsar Sites, the State of the World's Wetlands, etc. 	<p>2012</p> <p>Actively provide advice to the Secretary General, work with Deputy Secretary General on STRP needs particularly for funding higher priority projects. STRP top priorities were presented including in direct mail campaign to Ultra High Net Worth Individuals (UHNWI).</p> <p>Completed strategies. though this is ongoing work: RAMS, TEEB and the Mangroves project. (Other projects included in letter campaign and presented to many donors on visits.) Issue: Need fuller project proposal with technical input on work from STRP. Proposal information not sufficient.</p>
<p>2.2 Develop a compelling <i>Case of Support</i> (Strategy 1.10, 3.3, 4.2)</p>	<p>Develop one or more fundraising leaflets or brochures which elucidate the valuable work of the Convention and its activities in “donor speak”, presenting a case to the donor to provide support.</p>	<p>2012 and 2013</p> <p>Completed leaflet, mailed out, distributed or presented approximately 400 leaflets.</p>

Tasks

Expected results

Research and prepare documents that “make a case” for supporting the Convention with the donor as the target audience. Identify and integrate information and text demonstrating why funding is needed for the Strategic Plan and other priority activities and describe its crosscutting role in bringing about sustainable development for potential donors in order to illustrate how the Convention’s implementation aligns with their objectives and vice versa.

Bring together economic data on topics such as costs of inaction and statistical data showing the value of wetlands across a number of themes and why they need to be conserved and wisely used.

Include in document, what a donation “can buy” i.e., the basic costs for which funding is needed. As examples:

- A small gift of \$ 5,000 buys a pair of binoculars, camera and laptop computer for crucial data collection and surveys for 3 wetland site managers in a least developed country, or funds the purchase of a small boat which enables the site manager to fully survey the site;
- \$10,000 funds the training of wetland site managers that will equip them with the skills they need to develop site management plans leading to more comprehensive caretaking, maintenance and restoration of a wetland site;
- \$20,000 funds a Ramsar Advisory Mission for which a multi-disciplinary team is dispatched to evaluate a wetland in danger and develop an action plan to help the wetland manager prevent practices damaging the wetland;
- \$25,000 funds a training workshop at which the wetland managers, key stakeholders and community leaders have the opportunity to develop skills and plans for educating the public and other officials about the value and caring of wetlands to bring about more sustainable use of wetlands.

Progress

Underway

1st phase completed and used in initial fundraising letter campaign. Further details on Regional Initiatives to be added to the dossier of information. Together with SRAs, working to obtain further details on financial needs, progress and projects for fundraising.

Tasks

2.3. Build a comprehensive prospect programme (Strategy 3.3 and 4.2)

Expected results

Prepare a comprehensive donor database system and use it on a regular basis to reinforce partnerships in fundraising.

Continue development of a comprehensive prospect programme integrating a new set of donor/partner prospects.

Complete the research and data collection for a comprehensive donor prospect file with information concerning potential donors or partners, their interests, contact information, funding patterns and directions.

Prepare summaries of each prospective donor. This is dynamic activity needing regular updating

Review the feasibility and identify options for a donor management system such as Donor Perfect to store contacts, generate campaign letters, track and monitor progress of fundraising.

Progress

2012-2013 (for consideration: there is a need for an automated database. Review value of an automated database such as Donor Perfect for managing donor prospects, stewardship, generation of letters and email campaigns and automatic thank you letters, etc.)

Information for data base collected and organised.

Nearly completed first phase of a large donor prospect programme which will serve as a dynamic base for fundraising. Work includes screening, research and analysis of donors, their actions and activities relating to social and environmental improvement and a cursory due diligence review.

To date, more than 300 prospective donors, principally foundations and the private sector, have been screened. A brief on the donor is then prepared according to a template to provide consistency. Information is then included on entry points or linkages to the work of the Convention, including more specific information about the entity, environmental and sustainable development objectives and activities.

Potential donor prospects collected and collated cover three principal regions: Asia , particularly Japan and Korea; North America, USA and Canada; Europe, particularly Switzerland, Austria, France, Germany

Tasks	Expected results	Progress
2.4. Donor mapping (Strategy 1.10, 3.3, 4.2)	Complete and regularly update the donor mapping programme. Focus work on major donor categories, including Regional Banks and Global Banks as the World Bank - IDA and IFC – the private sector, NGOs, foundations, institutions and facilities, ultra and high net worth individuals, family wealth managers, other non-traditional financial mechanisms and facilities.	2012 (2013 and beyond). Underway and a dynamic activity. Completed matching (mapping) a large number of donors with potential links to the implementation of the Ramsar Strategic Plan in relation to the mission or goals and/or objectives and priority activities. NB Must be regularly updated as donors change directions, create new programmes, have new funding for a new programme area.
2.5. Develop and implement a fundraising campaign (3.3)	<p>Research and analyze all appropriate sources of potential funding sources for Convention priorities.</p> <p>Continue to develop lists of contacts for mapping matching donors with projects, e.g., mapping out a network according to topic, programme area or project.</p> <p>Continue fundraising campaign using direct mailing, e-direct mail appeals and direct (physical) funding requests and follow-up.</p>	2012-2014 Campaign “Wetlands for Life” is underway and activities undertaken. Principle first phase is focusing on ultra high net worth individuals, foundations and family wealth managers.
2.6. Develop special donor gift requests (Strategy 1.10, 3.3, 4.2)	<p>Add a webpage to Ramsar website to promote more direct donations. It would list projects and programmes needing funding. Add <i>Donate Now</i> button – click on website. Research and make a proposal on the operation of such a mechanism to track and respond to donations.</p> <p>Craft special gift request strategies. Within the context of the Strategic Framework for Partnerships, continue to develop specific gift request strategies for specific donor groups depending on STRP priorities, Regional Initiatives, and SGF projects.</p> <ul style="list-style-type: none"> • As needed, develop separate materials for soliciting support from the private sector. 	<p>Completed research and analysis on the implications of such a donation “button”; workload for the management and follow-up and the type of mechanism (PayPal, a service provider such as Just Giving, or a banking service which accepts and manages donations) to be used are still under discussion. Issue: capacity to manage data and administration work from such a device without a system to handle it like a DonorPerfect database management system. Equally, further analysis of other organizations with the donation button needs to be carried out to see the value and volume. Also, what should be the lowest donation accepted is an issue to be resolved.</p> <p>2012-2013 Request strategy created for the tourism publication extra funding needed and a set of STRP priorities. Method used: Phone, email, direct mail</p> <p>Strategy for UHNWI engagement developed and a revised strategy for SGF</p>

Tasks	Expected results	Progress
2.7. Advise on and assist in the development of project proposals and the solicitation for funding: tracking and monitoring progress and outcome (Strategy 3.2 3.3 and 4.2)	<ul style="list-style-type: none"> • Use special targeting strategies and methods to attract funds or in-kind resources from different donor groups. Tailor each mini-strategy to the donor category. • Review and research new and innovative funding mechanisms and programmes. • Monitor and track progress. <p>Advise and assist Secretariat, SGF, Regional Initiatives to develop project proposals.</p> <p>Track and monitor progress and outcome</p>	<p>Pursue prospective partners (currently 6 that are most interested with two ready to give) that have had a warm reception to the idea and develop the agreement(s). (Donations to the IUCN-US for the conservation of wetlands is a first major step to engage companies from the US.</p> <p>Ongoing 2012/2013</p> <p>Monitor and track progress</p> <p>Continuous</p>
2.8. Donors meetings/ seminars (Strategy 1.10, 3.1, 3.3, 4)	<p>Initiate organization or involvement at one or more events for potential donors for a programme or projects (SGF considered as a programme in this respect). NB: Seed funding will be necessary for an event.</p>	<p>2013 (2014): Initial planning stage, to be held in coordination with one or more partners. These are recognition events with fundraising. The Ducks Unlimited 75th anniversary gala event and fundraiser in New York would be the type of event for Ramsar to associate with in the future. Will be preparing further agreement/work plans with Ducks Unlimited Mexico and Ducks Unlimited Canada.</p>
2.9. Identify new fundraising tools (Strategy and 3.3)	<p>Analyze and assess potential for developing a Global Fund for Wetlands and Water as a new mechanism for fundraising.</p> <p>Raise at COP, through the Strategic Framework for Partnerships, the concept and value to have a Global Fund in addition to another marketing tool for projects or initiatives such as “Signature Initiatives”.</p> <p>Prepare other tools, such as special information sheets, a fundraising toolkit depending on SRAs’ and Parties’ needs.</p>	<p>Completed first step. Included in the Framework for Partnerships information paper for COP.</p> <p>2012</p> <p>Donor report template completed and project information proposal template competed.</p>
2.10. Facilitate resource mobilization capacity (Strategy 3.2, 3.3, 3.4 and 4.2)	<p>Facilitate resource mobilization capacity building at the national level by organizing training seminars and developing tools for Resource Mobilization.</p>	<p>2013 (and 2014)</p> <p>Researching specific needs of Parties, Regional Initiatives, and wetland managers for a training programme. What are the gaps, problems and expectations of the programme?</p>

Tasks	Expected results	Progress
	Develop a framework for training and guidance at the national level for Contracting Parties and Regional Initiatives. Develop tools such as a packaged resource mobilization training focused at fundraising at the national and community level. Search for funding to finance a training package (and/or for developing a virtual training system or webinar).	2012 Currently drafting fundraising guide.
2.11. Coordinate and collaborate with IOPs and partners on joint fundraising for programmes and projects as determined by COP/STRP/CEPA or SG (Strategy 4.4)	Craft a brief strategy on coordinated fundraising with particular focus on complementary programmes or work being undertaken or on similar programme or topic area. To be developed on the basis for the work plans annexed to the IOP agreements. Work would maximize benefits of the relationships and work with the IOPs.	Initial contact and discussions made with WWF, WI, and Birdlife International. Placed in timeframe to work on for later 2012/1 st quarter 2013.
2.12. Develop a donor recognition programme (Strategy Strategy 1.10, 3.3 and 4.2)	Develop a donor recognition programme which also serves to raise visibility of the Convention's work to enhance the attractiveness to donors to provide support to the Strategic Plan and other priority work. Use campaign Wetlands for Life as a "brand" to help raise funds and provide special recognition to different level donors. Develop specific actions and programmes that can be used to recognize donors that are tied to the funding level or donation level provided. For example, special wetland supporter circle ...green, gold, blue, or special name or gemstone or precious metal levels: Ruby, emerald, diamond, etc. Develop a new marketing campaign to promote donations (such as special color lapel pins that indicates donation level, e.g., be a gold donor 1 million or more is donated, blue, 500 k donation, etc.)	2013
2.13. Sustainability of funding (Strategy 3.2 3.3 and 4)	Prepare a strategy for sustainable financing of programme and projects of the Secretariat (SGF Fund and potentially a Global Fund for Water and Wetlands and Signature Initiatives) and regions, STRP and others, as requested	2013

Other

Tasks	Expected results	Progress
3. Other Secretariat and Convention activities	Support the Secretariat and assist it for activities not covered under the work plan.	Ongoing, as needed

Annex 2: Progress report on the Partnership Programme

1. At the 10th meeting of the Conference of the Contracting Parties (COP10), Parties approved a new senior post of Partnership Coordinator. The Coordinator came on board in February 2011, a delay in the process due to budgetary issues. Thus, the time for review of progress is reduced.
2. As indicated in Resolution X.2 (2008), para. 20, the Secretary General is requested to review and assess the performance of the new position and report to the Standing Committee regularly and at the next meeting of the Conference of the Parties. The following section considers one year of work of the Coordinator from the time of starting the post to the time of reviewing progress for this report.

Review and progress

3. The establishment of the post was essential in helping the Secretariat develop a structured programme and to give added senior capacity to the implementation and leadership of the Secretariat. The Coordinator has provided improved coordination of partnerships and actively engaged in formulating a fundraising programme and carrying out fundraising activities in the Secretariat, on which the following section will highlight some of the progress to date.
4. Much work was completed in 2011 which involved building stronger relationships, extending the donor base, presenting projects and programmes to prospective donors, revising agreements and raising the visibility of the Convention and the recognition of its work and needs to the donor community, initiating a fundraising campaign and direct appeals to donors and donor stewardship.
5. Currently, there are four very important donor leads with which key interaction and discussions have taken place. There is one new large-scale donor very interested in the STRP project of the State of the Worlds Wetlands, including the global wetland observation system, and two prospective donors are interested in the mangrove project for the west coast of Africa and Tanzania (country-specific interest by the World Bank and by the French GEF). A fourth donor is very interested in the TEEB Water and Wetlands and dissemination of the information and capacity building in the private sector. There are two other leads that are important and looking at regional work, and another family wealth manager looking to donate funds on behalf of a client to a specific programme or project on the conservation of wetlands. The other leads for funding developed are in the stewardship phase and are rapidly developing.
6. The following sections identify some of the key activities of the Coordinator. Annexed to this report is the work plan for the Partnership Coordinator with an annotated column on progress to date.

Building relations and partnerships to help carry out the work of the Convention

7. Active work was completed in 2011 in building stronger relationships with multi- and bilateral organizations, foundations, UN system, regional banks (ADB), some private banks (HBSC private bank, Credit Suisse private banking sector) and private wealth

management groups (Alpen-Rose, 47 Degrees North, Philanthropic Capital OECD, WBCSD, Global Compact), the private sector (Nestle Waters, Tui, Accor), and individuals known to give to the conservation of wetlands or environmental causes aligned with wetland conservation and wise use.

Building a database of prospective donors

8. The first step in the work of the Coordinator in 2011 was to build up the “prospective donor base” and to broaden the number and kind of prospective donors that could support the implementation of the Ramsar Convention. The donor base takes into account non-traditional donors.
9. Creating a large “new” donor prospect programme is a foundation of the fundraising and partnership work. Efforts include screening, research and analysis of donor, including a cursory due diligence. A significant number of prospective donors, principally foundations, the private sector and private individuals, have been screened, reviewed for links to wetlands, and due diligence completed before time is spent preparing a briefing file with information about the entity, environmental and sustainable development objectives, and activities and defining their goals or strategic plan priorities that align with the implementation of the Convention and its Strategic Plan.
10. The prospect database covers three principal regions: Asia, particularly Japan and Korea; North America, chiefly USA and Canada; and Europe, particularly Switzerland, Austria, France, and Germany. The database is dynamic and work continues in order to build and keep it updated as priorities, funding directions, lines of funding change regularly.

Some challenges

11. Building new relations for the “brand” Ramsar Convention on Wetlands with donors can have its challenges – for instance, wetlands are often immediately thought of as swamps – and this has entailed stepping back and creating first contacts and discussions to focus first on what wetlands are and creating a leaflet that explains the role of wetlands and the ecosystem approach. Thus, marketing the values of the Convention begins with what a wetland is and describes their vital value for the provisioning of water, food security, biodiversity, etc. **The idea for this string of work is for Ramsar to become a “commonly known brand” in the donor community.**
12. Donors have collectively voiced reluctance in providing funding for any type of core operational costs and have a preference to fund projects and priorities that align to their environment, sustainable development or natural resource strategy. This has also been demonstrated by national governments that have in the past provided funds for operation costs and travel. To address this issue, fundraising now focuses succinctly on specific programmes and projects. As relationships build, there may be an opportunity for donations to be provided for core operational costs. In analysis of NGOs that do receive private donations for operations, it is normally for a “purpose” or a long-term donor with a long relationship. NRDC is one NGO with this type of funding, as is The Nature Conservancy.

13. For the next three quarters, there will be intensive follow-up with all prospective non-government donors that have positively responded to wetlands and the potential of becoming a partner, as well as a continued pursuit of Ultra High Net Worth Individuals (UHNWI).
14. Some examples of how to raise the political profile include active participation in key UN, business and business association meetings, OECD, World Economic Forum, the Commission for Sustainable Development and the Rio +20 process, and the many other organizations listed in previous Resolutions under the Convention. There is a comparative advantage of the Convention that has not yet been exploited to its fullest extent: the Ramsar Convention is the only global mechanism that addresses wetlands as an ecosystem and as a provider of water and other services, which no other body or UN agency can claim as its primary focus.
15. Further work will continue with the business sector through the Global Compact, the World Business Council on Sustainable Development, corporate environment and social responsibility initiatives (CSR), and other international economic and business forums which will enhance public relations, political, technical, informational and financial support and raise the global awareness of the Convention and its mission. This effort will also help to increase donor awareness in the corporate sector. Such efforts will assist the Secretariat and Contracting Parties in mainstreaming the Ramsar message in a consistent manner into the broader water and sustainable development themes globally.
16. In addressing the challenges of fundraising, the Coordinator is searching not only **non-traditional niches, but different funding sources and mechanisms** as well. The advantage is that it is a new donor source from which a long-term relationship can be built. The disadvantage is that in the new niches, the Convention is unknown. Nonetheless, the Secretariat will continue to pursue non-traditional donors. At the same time, good contact has been made with many traditional donors for which requests will be made in the 3rd and 4th quarter for next year and for multi-year funding.

Defining priority directions for Partnerships

17. As part of building a strong Ramsar “corporate” image and profile globally with the private sector and the donor community, with the celebration of the 40th anniversary of the Convention and the impending Rio+20 Summit, it seemed timely to take stock of the connectivity between the Convention and other themes and consider the value of expanding the “branding” of Ramsar as a biodiversity cluster convention and utilize the linkages in other topic areas such as water and food security. Extending the “branding” to the other topics and programme areas provides a broader set of prospective donors and widens the range of funding mechanisms and types of donors available. From this standpoint, **work has been actively undertaken to extend previous efforts to integrate the Ramsar Convention into the milieu of water policy and international activities, including in those concerning coastal marine environments.**
18. There are many agendas on environmental and development issues and entry points for the Coordinator to pursue: biodiversity conservation and sustainable use, climate change, urban development and habitats, tourism, food production, water supply, energy production and distribution, economic growth and poverty reduction, desertification

control, human health, and wetland conservation and sustainable use. Some of these agendas are conflicting and work against one another, and it is urgent to take action to find a coherent perspective that advances the right balance amongst these legitimate aspirations.

19. However, the wetland ecosystems cut across and support a number of other major international programmes and conventions. **This is an opportunity to enter into other funding sources and align with key priorities of many major funding sources.**
20. Work in the next year will involve integrating the key partnership priorities identified in the Secretariat discussion document referred to as “Ramsar Vision 40+” and defining the specific priority directions for partnerships over the next ten years. Positioning the Convention in a cross-cutting role (Strategic Plan, 1.4) will help to attract a larger volume of interested donors.

Mapping donors with programmes and projects under the Convention

21. Following the positioning of the Convention and its mission and Strategic Plan, improving its global visibility in the donor community and its position in relation to a range of international priorities, it is vital to map the community of potential support. Following the identification of donors, the next step is to map out and match the donors and their interests and missions to the priorities of the Convention. The Partnership Coordinator has been working extensively to make this match so that fundraising materials via emails and direct mail could be sent to those donors that would have an interest in wetlands and the mission of the Convention. For instance, for each individual person who might be a donor, research is done on his or her giving patterns, hobbies, interests and interest in the environment. Research on foundations starts with identifying their priorities, reading their strategic plans, reviewing their gift-giving trends and, in particular over the past three years, identifying which topics and type of programmes tend to be funded, outlining their funding timing/cycles, identifying whether they only give grants for which applications must be filled out or set aside special funding for new or innovative ideas, who is the key contact in the organization, and what is the geographic area of focus. The research is a valuable part of the fundraising so that we can match the projects with likely donors for a greater success rate.
22. Two foundations we are working with are the Tinker Foundation, which focuses on environmental programmes in Latin America, and the MacArthur Foundation, which has a new theme on freshwater and funds projects globally. This is a grant foundation, but there are opportunities for an innovative global idea. For the Rockefeller Foundation, we are looking at their desire to support social media programmes. Work is just starting in developing a proposal for this foundation.
23. **Changwon Declaration.** The Changwon Declaration, adopted at COP10 by Resolution X.3, highlights the importance of involving business sectors in the implementation of the Convention – a key partner group that has not yet been fully explored. Actively involving business and industrial sectors of the economy enables Parties to broaden their influence and effect on the conservation and wise use of wetlands and to help embed wetland management policy- and decision-making into the partners’ ethos.

24. Donors have shown a clear reluctance to provide any funding for operations or travel. There is a consistent theme that if funding is provided it must be tied to a specific programme or project, and this is a common trend across Development Assistance Agencies as well. Funding is provided for a specific activity or theme relevant to the country. To address this, a programmatic structure that would align many donor goals, objectives, activities and directions to the work of the Convention as laid out in the Strategic Plan is under discussion in the Secretariat.

Developing a case for support

25. The case is being developed with statistics and information for the presentation of the appeal for a donation to the prospective donors in “donor speak”. This case helps donors to clearly understand why supporting a project, programme or activity under the Convention is important. It hinges on showing the donor the value of the work of the Convention and how it can help them meet their own objectives or, in the case of individuals, their own beliefs or “cause” for protecting or conserving wetlands.
26. The case for support requires concrete data and substantiated reasoning for support. The The Economics of Ecosystems and Biodiversity (TEEB) ‘Water and Wetlands’ project that is going on will be extremely helpful in providing new and recent information and data for the case for support. This particular and noteworthy TEEB is led by the Ramsar Secretariat with assistance from Norway, Switzerland, IUCN, Ramsar STRP, CBD Secretariat, UNEP, and the Institute for European Environmental Policy (IEEP). It is a major tool to draw attention to the global economic benefits of wetlands through their support to water and biodiversity, to highlight the growing costs of water and biodiversity loss due to wetland ecosystem degradation, and to draw together expertise from the fields of science, economics and policy to enable practical actions moving forward to jointly care about wetlands.

Fundraising Campaign

27. The Coordinator has spearheaded a fundraising campaign called Wetlands for Life:

The Campaign Target is 4 million over 3 years, 11.5 million over 5 years.

28. The campaign was kicked off in November 2011 with a letter and email campaign. The first target group is ultra high net worth individuals and 47 tailored letters were developed and sent out. Consultation within the Secretariat and with the STRP Chairperson provided a list of particular needs that were included in the fundraising letter and package, which included the fundraising leaflet. Further targeting of several foundations, banks and family wealth managers is underway as well as new appeals to those donors who showed interest about the projects.
29. The letters were each tailored to the particular donor and his or her priorities and interest in wetlands. There was a two-level approach in the letter – in the body there was an appeal for smaller level funding as a first step to engagement with the Secretariat and the projects or programmes needing support. The funding request made in the letter ranged from 5,000 to 25,000 USD. Here are some examples of small donation appeals:

- A small gift of **\$ 5,000** buys a pair of binoculars, camera and laptop computer for crucial data collection and surveys for three wetland site managers in a least developed country, or funds the purchase of a small boat which enables the site manager to fully survey the site;
 - **\$10,000** funds the training of wetland site managers that will equip them with the skills they need to develop site management plans leading to more comprehensive caretaking, maintenance and restoration of a wetland site;
 - **\$20,000** funds a Ramsar Advisory Mission in which a multi-disciplinary team is dispatched to evaluate a wetland in danger and develop an action plan to help the wetland manager bring to a halt practices damaging the wetland;
 - **\$25,000** funds a training workshop at which wetland managers, key stakeholders and community leaders have the opportunity to develop skills and plans for educating the public and other officials about the value and caring of wetlands to bring about more sustainable use of wetlands.
30. As an attachment to the letter, a set of larger scale gift requests were included in order to illustrate the larger-scale financial support needed: from \$80,000 to 1 million dollars The larger-scale requests for funding were made for the following projects/programmes:
- 80,000 USD to co-fund the STRP project on the State of the World's Wetlands (5.3 million USD over five years to fund the full project).
 - 100,000 USD to fund five Ramsar Advisory Missions.
 - 200,000 USD to fund five Small Grants Fund projects.
 - 200,000 USD to co-fund the TEEB Water and Wetlands first phases of the work and 1.6 million over three years to fund the entire programme, including developing methodologies, disseminating information, and training globally.
 - 500,000 USD to co-fund the global work on the Conservation of Mangroves in the Neotropics, Asia and Africa to enhance food security, reduce coastal erosion, and more. A request of 8 million USD for four years was also included in the project summary. The last special request included in the letter campaign was for 1 million dollars to modernize the current data and information management systems for Ramsar Site Information Service.
31. In addition to the direct mail campaign, initial, secondary or tertiary contacts have been made with businesses, foundations, international organizations, global banks, regional banks, World Bank Group, charities, UN bodies, funds, financial fund and wealth managers, and individuals.
32. From the direct mail campaign there was a mixed response with three parties interested in funding two STRP projects (TEEB and State of the World's Wetlands) and the African mangrove project.
33. Questions were asked about the basic needs of wetland managers for cameras and laptops. Specific sites with such needs will be needed for the next iteration of this request.
34. A second mailing requesting donations from 38 Ultra High Net Wealth individuals took place in March 2012. A third and more focused request will be made by mail, telephone

and, if funds are available for travel, personal meetings. Regular and strategic follow-up is an essential part of the campaign.

Future

35. The campaign described above will be extended during the triennium to a broader range of foundations, charities, individuals and institutions and banks with more developed project proposals. This will entail working with the STRP and other experts in the Secretariat to prepare strong proposals and actively spend funding that is provided for a project. Project details need to be included in each proposal and the capacity for the STRP to work with the Coordinator is essential. One point is that STRP has ranked capacity building as a new top priority, which will be added to the fundraising list of projects.

Fundraising for Regional Initiatives

36. The Coordinator is actively engaged in establishing a fundraising campaign specifically for the Regional Initiatives. Work is being carried out in tandem with gap analysis on the structure and implementation of the nine initiatives and six Regional Centres. The first actions have been to collate information from each of the different initiatives on the Internet under a new activity on **Resource Mobilization: Call For Funding**.
37. The second action has been to send informative descriptions about the Initiatives to potential donors in order to inform them about them, raise the visibility and knowledge about them, and market their importance in implementing the Convention.
38. Donors contacted regarding the Regional Initiatives have been foundations and high net worth individuals. Details on the Initiatives about the financial needs and specific outputs were requested. The Senior Regional Advisors have made requests to the contacts of the Initiatives to provide further details for fundraising which will help the Coordinator prepare material on the needs of each Initiative to be presented in the campaign.
39. The third level of action undertaken on behalf of the Regional Initiatives was on the basis of a need raised at the Africa regional meeting for fundraising guidance. A **guide for fundraising** is under development to help Initiatives to, for instance, identify types of funding sources in their regions, advise on preparing a project proposal template, advise on approaching donors, and more. A **draft donor report template** has been drafted and will be integrated into the Fundraising Guide.

Future

40. The Coordinator will work more intensely with the Regional Initiatives over the next two quarters of 2012 and into 2013. Active fundraising for specific projects and programmes for the Regional Initiatives will be stepped up following the receipt of the gap analysis of the Regional Initiatives and details on projects and specific budgetary needs of each of them (e.g., project objectives, expected results, with a timeline and budget) as well as the longer-term funding needs and expected longer-term results by each Initiative. The Fundraising Guide will be completed for review and comment by Regional Initiative leads later in 2012.

Small Grants Fund

41. A strong focus was placed on fundraising for the Small Grants Fund. Work entailed identifying donors and presenting the 2011 project portfolio to them, along with unfunded projects from 2010, and for some donors a request to fund the entire fund.
42. Projects were presented to businesses such as Unilever, Nestlé Waters, corporate responsibility programmes, many foundations and other charities that give on a global (e.g., Ford, Rockefeller or MacArthur) or regional basis (e.g., Tinker Foundation for Latin America), developed country governments, ultra high net wealth individuals, and family wealth managers. New donor sources were pursued, although none have yet provided direct funding support to an SGF project. Funding still remains to be provided by member countries (Norway and Japan) whereby eight projects have been funded out of the 2010 and 2011 portfolios.
43. The Small Grants Fund was also added as a special initiative to the *Call for Funding* page (in addition to where it is currently placed with the application and description of the Fund) on the Ramsar website to help facilitate fundraising for the SGF. The reason for the additional listing is to place it under the rubric of Resource Mobilization, which will help to discern financial contributions from the grant application process on the web page.
44. A special one-page text was designed and included as an add-in insert to the fundraising leaflet to bring special attention to the SGF. Over 600 leaflets have been distributed directly to donors and at major meetings.
45. Efforts in working with donors showed that tied, direct project-to-project funding is the way in which they would consider funding the SGF, if they were inclined to do so. The trend for donors is to give to an idea, programme or activity that aligns with their personal or corporate, governmental, organizational goals, mission or strategic plan. It allows them to account to their shareholders or stakeholders for how the fund was spent. While requests have been made for SGF funding that is untied, no untied funding has been provided.
46. Further work is being undertaken to reconsider the portfolio approach and look into categorizing the proposals into themes. This would entail a clustering of projects with similar objectives and outputs in order to align each project with the programme, theme or priority of a particular donor. Donors contacted noted that before they consider funding a project, they need to see how it aligns with their priorities (title description, expected results), how the project will help them meet their objectives, and more details on the specific outputs with a budgetary timeline. It should be noted that this is time-consuming for the smaller amounts of funding. Donors are not inclined to spend considerable administrative time on projects that do not exceed CHF 40,000 (transaction costs of the donor). Similarly, the Ramsar Secretariat and the Contracting Parties have expended a great amount of effort for small funding amounts that are increasingly unlikely to draw the interest of donors. The review of SGF suggests that we adopt a programmatic approach that can match the interests and priorities of donors and recipient countries.
47. **Future:** Presentation of the SGF in different ways: Country specific and project specific based on a topic area.

Annex 3: The Way Forward

1. This annex addresses the future context for the partnerships and their use under the Convention. The information was collected through a series of discussions within the Secretariat on future directions and the role of partnerships. The Chair of the STRP was also involved in those discussions.
2. **Mission.** The mission ³ of the Convention provides the foundation for all partnership activities. Enhancing the capacity to implement the Conventions' Strategic Plan and other Resolutions is the fundamental purpose of the partnership programme.
3. **Vision.** The Ramsar Secretariat, as part of the celebrations of the 40th anniversary, undertook discussions on what the roadmap should be for the next 40 years. The first step was to take stock of implementation progress over the past four decades to form a basis for looking forward to the operations and implementation of the Convention over the next 40 years, with a particular focus on the type of partnerships that would better support implementation. As a result of these discussions, the Secretariat back-casted from 40 years in the future and what the key issues concerning the environment and wetlands could be in the status quo. From this point, priority areas to consider for action with partnerships were identified.
4. A suggested goal emerged from these discussions: "By 2051, the vital services provided to human societies by wetlands [through water] are recognized, maintained, restored and sustainably used by governments (global/national/local), communities, industry, business, agriculture, economic and other sectors". This is a working version arrived at during discussions on the potential future directions of the Secretariat – Vision 40+.
5. The idea for a **Vision 40+** is to provide a roadmap that will help to enhance effective implementation of the Strategic Plan 2009-2015 and future strategic plans, taking into consideration the current and projected state of the global environment and the social and economic situation. The outcome of the Vision 40+ discussions helped to frame the partnership programme and directions.

Aligning partnerships with the core values, strategic goals, and operational priorities

6. The concept for the Secretariat's discussions of what might be the strategic directions for the Convention over the next 40 years grew out of the need to set out key priorities and directions for the Partnership Programme. With a new Partnership Coordinator, it was important to consider key directions and priorities for a programme that will effectively serve the needs of Contracting Parties.
7. The Secretariat is aligning its partnership work with the Strategic Plan and with the three core values identified through the Vision 40+ process. They are:

³ The Convention's mission is "the conservation and wise use of all wetlands through local and national actions and international cooperation, as a contribution towards achieving sustainable development throughout the world."

8. ***Core value 1. Wetlands are a key natural infrastructure for ecosystem services.***
Thus the core business for the Convention in the future is to ensure that wetlands (continue to) provide water-related (and other) critical ecosystem services.
9. The strategic objective of core value 1 is the need to mainstream the value of wetlands as natural infrastructures providing critical water-related and other ecosystem services into national economic, development and environmental policy. Partnerships are an important mechanism for leveraging that work.
10. On the basis of this core value and strategic goal, the operational priority is defined as “raising awareness in strategically selected political/social/business circles of the value of wetlands as key natural infrastructures providing important water-related (and other) ecosystem services”.
11. This operational priority comprises three main components: a) what is meant by the ‘value’ of wetlands; b) who are the ‘political/media circles’ to whom the efforts will be directed; and c) what shape will this awareness-raising initiative take. Some partnerships have already been formed under the Convention to promote the valuation of wetlands. This is equally true with respect to political bodies or civil society groups. Leveraging efforts through partnerships and collaborative relationships will help to tap special expertise, experience, networks and efforts to raise awareness of the importance and value of wetland ecosystems.
12. The value of wetlands in this Framework can be characterized through the ecosystem services they provide, both water-related (water purification, groundwater recharge, support of food systems, water storage, water distribution) and others (flood regulation, biodiversity support, carbon storage, cultural environment, leisure, other economic services like providing jobs and transportation). Partnerships have the potential to provide additional input and support in the valuation of wetlands. Additionally, further work in this area would provide valuable information needed in the context of resource mobilization, particularly when defining the rationale behind the request for resources from prospective partners or donors
13. ***Core value 2. Wetlands are a key component of other sustainable development and environmental programmes and conventions.*** Wetlands, understood as natural infrastructures providing a variety of critical ecosystem services, have an important role in tackling other environmental problems, and they are therefore important to other stakeholders, development programmes and environmental management, health, safety and conservation regimes.
14. The strategic goal for core value 2 is to develop partnerships on the basis of previously identified synergies in order to a) convey the importance of wetlands, b) raise the profile of the Convention in policy circles, and c) gain access to additional resources (particularly through partnerships with the private sector, funds, banks and other facilities and foundations).
15. The operational priority for core value 2 and that strategic goal would be to identify a number of priority areas capable of guiding the selection of potential partners. The

following areas were identified as priorities for the partnership programme as defined through the experience and knowledge of the Secretariat:

- i) wetlands/water and agriculture;
- ii) wetlands/water and the extractive/energy industries;
- iii) wetlands/water and climate change mitigation (wetlands as carbon storage devices) and adaptation (water-related services);
- iv) wetlands/water and social protection (human health and disaster prevention/management);
- v) wetlands/water and urbanization;
- vi) wetlands and integrated water management (seeking partnership with the international association of water decision-makers); and
- vii) scientific partnerships (relating to future programmes or panels such as IPBES and/or Global World Observation System – G-WOS).

16. ***Core value 3. Wetlands make concrete and measurable contributions to human societies.*** The strategic goal for this core value is to clarify the link between healthy wetlands and the quantity and the quality of water required as well as the distribution of water to various user groups (the ‘wetlands-water link’).

17. The operational priority under this core value is to develop information and tools to measure the wetland side of the wetlands-water link.

18. Four main initiatives were identified as priorities:

- i) promote The Economics of Ecosystems and Biodiversity (TEEB) Water/Wetlands synthesis, currently under development, which will assist in the valuation of wetlands and better reflect the wetlands-water link;
- ii) prioritize the development of the G-WOS mechanism by seeking the necessary resources, perhaps through a partnership;
- iii) advocate for the wetlands-water link in the current efforts towards the establishment of the IPBES; and
- iv) conduct a study or gather information and a number of regional case studies on the wetlands-water link as a preliminary tool to raise awareness and highlight relevance.

19. Following the collection and collation of available information for a TEEB report on wetlands and water, further work on the economics of wetlands is highly recommended. Again, partnerships could play an important role in meeting the strategic goal and priorities as they work to develop tools, in the context of the partnership priorities stated above, to measure and indicate the benefits of wetlands to human societies.

Summary table of core values

Vision/core values	Vision statement: to ensure, through the work of the Convention Parties and bodies, that vital services provided to human societies by wetlands through water are recognized, maintained, restored and sustainably used by governments (global/national/local), communities, industry, business, agriculture, etc.		
	Core value 1	Core value 2	Core value 3
	Wetlands as key natural infrastructure providing ecosystem services	Wetlands as a key component of other environmental regimes	Conservation of wetlands as a concrete and measurable beneficial contribution to human societies
Strategic goals	Mainstreaming the value of wetlands as natural infrastructures providing essential services into national economic, development and environmental policy	Developing partnerships on the basis of previously identified synergies in order to a) convey the importance of wetlands, b) raise the profile of the Convention in policy circles, c) gain access to additional resources	Clarifying the link between, on the one hand, healthy wetlands and, on the other, the quantity and the quality of water
Operational priorities	Raise awareness in strategically selected political/media circles of the value of wetlands as key natural infrastructures providing important water-related (and other) ecosystem services. Water-related services identified. Target interlocutors to be identified	Identify a number of priority areas capable of guiding the selection of potential partners. Seven priority areas identified	Develop information and tools to measure the wetlands side of the wetlands-water link. Four priority tools identified