CONVENTION ON WETLANDS (Ramsar, Iran, 1971) 43rd Meeting of the Standing Committee Gland, Switzerland, 31 October – 4 November 2011

DOC. SC43-05

The Ramsar Secretariat's work plan for 2012

Action requested. The Standing Committee is requested to review, advise upon, and approve the Secretariat's work plan for 2012.

- 1. The attached draft work plan for the year 2012 has been developed through input from all of the teams in the Secretariat and covers the planned activities of most of the staff members except for the many routine ongoing activities that are part of the less-visible bureaucratic background to the office's work. These include, for example, paying bills, archiving files, participating in regular staff and contact group meetings, maintaining database information, mailing out information materials for the Parties and the public, and so on.
- 2. It is to be noted that the 11th meeting of the Conference of the Contracting Parties will be taking place in June 2012, and thus, as in previous "COP years", the Secretariat's work plan for 2012 is focused disproportionately upon the preparations for and follow-up after that event.
- 3. The work plan was created in Microsoft Excel and is available both as an attachment to the PDF version of this paper and as a stand-alone PDF file at www.ramsar.org/pdf/sc/43/sc43-doc05-plan-annex.pdf.

DOC. SC43-05 Ramsar Secretariat Annual Work Plan 2012													
		Activity(ies)	Team Leader	Other key team members	Success indicator and/or benefit to Convention	JF	M	А	мJ	JΑ	s	0	1 D
Strategy/Activities	KRAs												
STRATEGY 1.10 Private sector: Promote the involv	vement of the private sector in the conserv	ation & wise use of wetlands. (CPs, Secretariat)											
1.10.1 Continue development of the Danone/Ramsar		Discuss with Danone & IUCN the next steps, & take appropriate actions.	Secretary General (SG); Danone Project Officer	Senior Regional Advisors (SRAs)	Implementation of Carbon Offset Programmes through effective wetland management & wise use, especially in partnership with Danone & IUCN.								
	KRAs: Implementation of Danone Fund for Water: Biosphere Connections utilized to	Continue to implement the new agreement between Danone & the Secretariat for 2011-2015; implement 2012 programme & budget.	Danone Project Officer	SG; SRAs; Danone/Evian; relevant Contracting Parties & other partners.	Implementation of the strategic plan with Danone for the next five years; concrete results on communication, wise use of wetlands that enhance livelihoods.								
"Danone Fund for Water". Continue the "Biosphere Connections" partnership with Star Alliance	support participation in key Ramsar meetings	Explore possibilities to extend our partnership to other Danone Water brands in addition to Evian Water.	Danone Project Officer	SRA for Europe; SRAs for Asia & Oceania & the Americas; Danone relevant units	New joint activities & lessons learned adopted & used for further actions.								
		Implement the new agreement with Biosphere Connections; enhance communication through Biosphere Connections.	CEPA Programme Officer	SRAs; Contracting Parties; Star Alliance; other partners	Wetland experts & site managers attended workshops & other meetings & experiences exchanged, networking improved, new skills learned; Ramsar branding improved through the Star Alliance network.								
1.10.2 In line with Resolution X.12, work with Contracting Parties & Ramsar partners to make good use of the Principles for partnerships between the Ramsar Convention & the business sector, including within the frameworks of existing national, regional, & global initiatives & commitments.	KRAs: Resolution X.12 principles applied in any developments of business sector relationships	Prepare & apply a strategy for approaching the business sector; identify potential partners in the business sector; prepare due diligence studies & make proposals to Standing Committee.	Partnership Coordinator	SG, Deputy Secretary General (DSG), SRAs; Partners, Danone Project Officer	Standing Committee (SC) considers & approves new partnerships with the business sector.								
STRATEGY 2.2 Ramsar site information: Ensure t managed by the Secretariat. (STRP, Secretariat, IC		I including the Ramsar Sites Database, is available &	enhanced as a tool for gu	iding the further designation of wetlands	for the List of Wetlands of International Importance	& for	resear	rch &	assessi	nent, &	k is eff	ectivel	Ţ
2.2.1 Manage & process Ramsar Site designations & updates	KRA: All RISs, including RIS updates, received from Contracting Parties processed in a timely manner, within four weeks of receipt of each finalized RIS	Process all RISs received from Parties; deliver certificates & publicise new designations of Ramsar Sites. Encourage wetland inventories & new Ramsar Site designation; assist Parties in completing Ramsar Information Sheets (RIS).	Senior Regional Advisors (SRAs)	Assistants to SRAs; DSG; SG; Communications Officer; Regional Affairs Officer	All RISs duly completed & updated; information on Ramsar Sites made available.								
2.2.2 Ensure the maintenance & further development of the Ramsar Sites Information Service (RSIS)	KRA: Timely maintenance of the Ramsar Sites Database & development of other aspects of the RSIS to provide support tools for Parties in Ramsar Site designation, by Wetlands International under contract to the Secretariat.	Ensure & monitor implementation of the contract signed with WI for RSIS; coordinate RSIS issues.	Regional Affairs Officer	DSG; SRAs; Assistants to SRAs; Communications Officer; SG.	Updated & improved information on List of Wetlands of International Importance; enhanced wetland management plans & increased wise use of wetlands.								
		Carry out necessary fundraising for future development of the RSIS.	DSG/Partnership Coordinator	Finance Officer; SG.	Efficient services to Parties dealing with Ramsar Sites; improved worldwide communication on Ramsar Sites. Better understanding of the conservation status of Ramsar Sites.								
STRATEGY 2.6 Ramsar site status: Monitor the co Secretariat, IOPs)	ondition of Ramsar Sites & address negativ	e changes in their ecological character, notify the F	Ramsar Secretariat of chan	ges affecting Ramsar Sites, & apply the M	Montreux Record, if appropriate, & Ramsar Advisory	Missi	on as t	tools t	o addr	ess pro	blems.	(CPs,	
2.6.1 Advise Parties on Article 3.2, Montreux Record & Ramsar Advisory Mission (RAM) issues	KRAs: All Article 3.2 issues raised with the relevant Parties; RAMs prepared & undertaken when requested by Parties	Implement Secretariat's approach relating to Article 3.2.	SRAs	SG; DSG; Assistants to SRAs; Communications Officer; Regional Affairs Officer	Reports to SC & COP11 made by Secretariat; Parties are addressing challenges & reporting to Secretariat; threats to wetlands are addressed.								
STRATEGY 3.1 Synergies & partnerships with ME	EAs & IGOs: Work as partners with interna	ational & regional multilateral environmental agree	ments (MEAs) & other int	ergovernmental agencies (IGOs). (CPs,	Secretariat, IOPs, STRP)						-		
3.1.1 Submit 5th Joint Work Plan with CBD to COP11. Implement, with the Convention on Biological Diversity, 5th Joint Work Plan	KRAs: Implementation of 5 th JWP with CBD	Assist Contracting Parties in implementing joint actions between CBD & Ramsar Convention.	SG	DSG; SRAs	Lessons learned from implementation of 5th JWP								

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1.1.1. Upgeneting the Indensity Line of the Information of the Informatio of the Information of the Informatio of t	Migratory Species (CMS)/African-Eurasian Migratory Waterbird Agreement (AEWA) & with UNESCO- Man & the Biosphere Programme (MAB) & World	KRA: CMS/AEWA & UNESCO-World Heritage joint work plans reviewed &	CMS Secretariat; AEWA & MAB /UNESCO; prepare final Joint Work Plans; implement Joint Work	Partnership Coordinator	DSG; SRAs; Contracting Parties; Partners								
1 - Margania Marging Ma	(BLG) & the Joint Liaison Group (JLG) for the Rio	level; JLG meetings attended as observer	in September 2011. Participate in activities for the International Day on Biodiversity. Assist Parties in implmementation of CBD COP10 key results	SG		communication of Ramsar 's views on key issues; Ramsar's achievements & future actions are recognized							
Mathematical queues (main		Convention at key global & regional	undertake approved missions; provide mission reports	SG	Management Group								
31.1 Debends (mbening for COPI) akage frame outers for an outer for and COPI in the document of the sense COPI in the document of	Memoranda of Understanding & agreements with		discuss & sign new agreements with relevant	Partnership Coordinator		new agreements bring about joint & productive actions. Partners substantially contribute to wetland							
1.1 2 Organise & India COPTI RAK COPTI Ind & Controlmed Payne beginse; prograe & discriminate docume in playnes; program & discriminate d	3.1.6 Undertake fundraising for COP11	delegate from countries that need financial	Send request & follow up.	SG		All Contracting Parties able to attend COP11							
11 A Copairs & And Standing Conneitive SAIA RB, SC 44 & SC 5 hold & cancome decommande	3.1.7 Organise & hold COP11		Prepare logistics; prepare & disseminate documents.	CEPA Officer for COP11 logistics; DSG for	Officer; Administrative Assistant;	Parties on time; outputs of COP11 disseminated &							
M2 Organise COP11 & Secretariat meetings with Reak mining and Legistics & Runke available meeting materiable. Sec. Runking all Runser staff Runker and Runker Secretariat meetings with Runk mining & Runker mining mining & Runker mining & Runker mining mining & Runker mining & Runker mining mining & Runker mining mining & Runker mining & Runker mining & Runker mining mining mining & Runker mining mining & Runke			Prepare logistics; prepare & disseminate documents.	DSG for documents; Documentation Officer; Executive Assistant to SG	Ramsar Administrative Authorities &	time; outputs of SC disseminated & follow up actions							
3.2.1 Assist Parties in the identification & implementation of Regional Initiatives, Propose KRA: Approved funds transferred to goonal Initiatives induces to Regional Initiatives induces to Regional Initiatives induces to Regional Initiatives induces to Regional Initiatives induces to COPI1 range of the concentration of Regional Initiatives induces to Regional Initiatives induces to Regional Initiatives induces to Regional Initiatives induces to COPI in the standing Committee & COPI. SC decision on financial allocation to Regional Initiatives induces on Regional Initiatives induces to Regional Initiatives induces to COPI in the standing Committee & COPI. SC decision on financial allocation to Regional Initiatives induces on Regional Initiatives induces on Regional Initiatives induces to Regional Initiatives induces to Regional Initiatives induces to COPI in the Regional Initiatives induces to COPI. SC decision on financial allocation to Regional Initiatives induces on Regional Initiatives induces on Regional Initiatives induces to COPI. SC decision on financial allocation to Regional Initiatives induces on Regional Initiatives induces on Regional Initiatives induces to Regional Regional Regional Regional Regional Reg		KRA: Meetings prepared in timely manner	handle logistics & make available meeting materials;	SG	Romania; all Ramsar staff	Parties; lessons drawn from meetings & taken into account in planning & implementing future activities. Ramsar Convention better known & wetland issues better integrated into global debates, considered as part							
NRA: A proved funds transferred to regional linitiatives inplementation of Regional linitiatives inplementation of Regional linitiatives inplementation of Regional linitiatives inplementation of COPI1 decisions on Regional linitiatives inplementation of Regional linitiatives inplementation of Regional linitiatives inplementation of Corrections and substantial generation of Regional linitiatives inplementation State Regional Regiona	STRATEGY 3.2 Regional initiatives: Support exist	ting regional arrangements under the Conv	vention & promote additional arrangements. (CPs,	Secretariat, IOPs)									
Sector	implementation of Regional Initiatves. Propose recommendations to COP11; manage the core funding support for Regional Initiatives; monitor their	regional initiatives; advice on implementation progress & issues provided	Initiatives through electronic exchanges; transfer 2012 fund to Regional Initiatives in line with SC decision.	SG	SRAs; Finance Officer	Initiatives implemented; COP11 decisions on Regional Initiatives implemented. Regional Initiatives substantially contribute to implementation of							
KRA: Framework Strategy for Partnership & implement Partnership & implement Partnership Coordinator Management Group; Partners Enhanced & updated technical & transcal Partnerships & implement Enhanced & updated technical & transcal Partnerships & implement COP & SC decisions STRATEGY 3.4 Sharing information & expertise: Portote the sharing of expertise & information concerning the conservation & wise use of wetlands. (CPs, Secretariat) Core and the convention of the Convention implementation of the Convention implementation Facilitate COP11 deliberations on implementation of the Convention of the Convention implementation of the Convention implementation All staff, especially Regional Affairs Officer, DSG, Regional teams, CEPA Programme Officer, Documentation Officer COP11 decisions disseminated for implementation Implementation Implementation 3.4.2 Assist Parties with Convention implementation KRA: Advice & support on national implementation issues provided, in regional debates; assist Parties in preparing position papers when SRAs Management Group (also assistants & Scientific & Technical Support Officer) Number of Contracting Parties expressing satisfaction regarding the assistants of the Secretariat Implementation issues provided, in regional assist Parties in preparing position papers when SRAs		international assistance to support the con	nservation & wise use of wetlands, while ensuring t	hat environmental safegua	rds & assessments are an integral compo	nent of all development projects that affect wetlands,	includir	g fore	ign &	domes	stic inve	estmen	ts. (CPs,
3.4.1 Finalize & present to COP11 the analysis of the implementation of the Convention through National Report on the implementation of the Convention. He convention and the Convention implementation issues provided, in regional implementation issues provided, in regional implementation and the present in national & regional debates; asist Parties with Convention implementation issues provided, in regional implementation preserves the national & regional debates; asist Parties in preparing position papers when a convention implementation issues provided, in regional inquiries; take part in national & regional debates; asist Parties in preparing position papers when a convention of the Scientific & Technical Support Officer and the Scientific & Technical Support Offi	Coordinator as mandated by Resolution X.2 & relevant		develop Framework on Partnership & implement	Partnership Coordinator	Management Group; Partners								
3.4.1 Praizze & present to COPT1 the analys of the function of the Convention of the Convention. SG Officer, DSG, Regional teams, CEPA Programme Officer, Documentation of the Convention of the Convention of the Convention of the Convention of the Convention. SG Officer, DSG, Regional teams, CEPA Programme Officer, Documentation of the Convention COP11 decisions disseminated for implementation 3.4.2 Assist Parties with Convention implementation KRA: Advice & support on national implementation issues provided, in regional & regional debates; asist Parties in preparing position papers when SRAs Management Group (also assistants & Scientific & Technical Support Officer) Number of Contracting Parties expressing satisfaction regarding the assistance from the Secretariat	STRATEGY 3.4 Sharing information & expertise:	Promote the sharing of expertise & inform	nation concerning the conservation & wise use of w	etlands. (CPs, Secretariat)									
3.4.2 Assist Parties with Convention implementation issues provided, in regional inquiries; take part in national & regional debates; assist Parties in preparing position papers when	implementation of the Convention through National			SG	Officer, DSG, Regional teams, CEPA Programme Officer, Documentation	COP11 decisions disseminated for implementation							
	3.4.2 Assist Parties with Convention implementation	implementation issues provided, in regional & global contexts, to Parties as requested,	inquiries; take part in national & regional debates; assist Parties in preparing position papers when	SRAs									

STRATEGY 4.1 CEPA: Support & assist in implem mechanisms, & key findings. (CPs, Secretariat, trai			Programme (Resolution 2	X.8) for promoting the conservation & wi	se use of wetlands through CEPA efforts & work tow	ards wie	der aw	arenes	of the	Conve	ntion'	s goals,
4.1.1 Implement the CEPA Programme & further develop a comprehensive plan for CEPA internally, including the activities undertaken with Danone Group & other private sector actors, through the CEPA Oversight Panel	KRA: CEPA Programme implemented, with input of the CEPA Oversight Panel, & Secretariat; CEPA implementation plan prepared & disseminated	In consultation with the CEPA Oversight Panel, prepare specific tools & assist Parties in implementation of the CEPA Programme; develop capacity of CEPA Focal Points.	CEPA Programme Officer	SRAs; Communications Officer; Administrative Officer; Administrative Assistants	Increased capacity of CEPA Focal Points; increased awareness about wetlands at local, national, regional & global levels; better integration of wetland issues into national planning & priorities; better perception of wetland values at global level.							
		In consultation with the CEPA Oversight Panel, prepare a Communication Plan for the Secretariat	Communications Officer	CEPA Officer	Improved dissemination of the Convention's mission & messages							
4.1.2 Continue to disseminate the 4 th edition of the Ramsar Wise Use Handbooks as well as various Ramsar Technical Reports (RTRs); initiate preparation of 5th edition of Handbooks	KRA: Distribution of 4 th edition Handbooks; RTRs published in a timely manner, 5th edition in preparation	Facilitate & encourage the use of Ramsar Handbooks & RTRs; prepare further RTRs for publication; initiate preparation of 5th edition of Handbooks to take account of COP11 outcomes.	SRAs; DSG & Documentation Officer	all staff	4th edition of Handbooks & RTRs made available to Parties; 5th edition of Handbooks in preparation; wider use of Ramsar's materials.							
4.1.3 Update & confirm necessary agreements to enhance & maintain the Ramsar website, document management & platform	KRA: Continued improvement of Ramsar website	Prepare a proposal to enhance the Ramsar website, including major evolutions & sofware.	Communications Officer	CEPA Officer; DSG; SRAs	Fully satisfactory & user-friendly website; better public access to wetland-related information; document management platform available.							
4.1.4 Maintain Ramsar website, listserves, & other electronic information mechanisms	KRA: Topical Ramsar-related information provided to all stakeholders	Provide responses to inquiries from various stakeholders.	Communications Officer	SRAs	Increased capacity of CEPA, increased commitment & improved capacity of stakeholders.							
4.1.5 Seek to enhance the development of capacity building through the regional centres & other Ramsar tools	KRA: Ramsar Regional Centers to continue developing capacity & faciliating the use of Ramsar tools	Enhance communication between Regional Centers & wethand managers, & with Ramsar Secretariat; through the CEPA Oversight Panel advise on improving capacity of RRC staff.	CEPA Programme Officer	SG; Management Group	Better use of Ramsar tools by Contracting Parties; increased capacity at local & national levels.							
4.1.6 Prepare materials & advice for WWD 2013 (and WWD 2012 events & follow-up)	KRA: WWD 2013 materials prepared & dispatched, including special products of COP11; WWD 2012 reports placed on Ramsar website	WWD materials made available to all Parties; all Parties organizing WWD; some governments & key stakeholders organizing special events such as World Wetland Week.	CEPA Programme Officer for all WWD events; SRAs & others for specific events; Communications Officer & others on anniversary materials	Communications Officer; Administrative Officer; Administrative Assistants; Contracting Parties, IOPs, & other stakeholders.	Increased awareness about wetlands; better implementation of the Convention through integration of wetland issues into national & regional priorities.							
STRATEGY 4.2 Convention financial capacity: Pr explore & enable options & mechanisms for mobili				pectations of the Conference of the Contr	acting Parties, within the availability of existing reso	urces &	by th	e effect	ive use	of sucl	h resou	rces;
4.2.1 Explore alternatives to improve or replace the current Small Grant Fund process; seek funding for existing SGF portfolio & projects for Wetlands for the Future [WFF], Swiss Grant for Africa [SGA], etc.	KRA: New approaches to SGF & WFF; proposals for SGA	Submit proposals on new approaches & evaluate existing projects.	Partnership Coordinator for new approaches on SGF; SRA Americas for WFF; SRA Africa for SGA	Regional Affairs Officer; SG; DSG; Finance Officer; Partnership Coordinator	Further achievements from concrete actions on the ground; enhanced management of wetlands.							
4.2.2. Expand partnership & fundraising capacity	KRA: Stronger & more effective partnerships; increased voluntary funding	Review partnership arrangements; prepare & implement a fundraisng strategy.	Partnership Coordinator	Management Group; Partners; Parties	Number of effective partnership arrangements; higher level of voluntary funding for STRP, RAM, Ramsar site management, capacity building & other activities on the ground.							
4.2.2 Intensify communication with Parties in arrears with annual contributions	KRA: Meetings with high-level officials made	Organize & hold meetings with officials when traveling; discuss with missions in Geneva & with officials attending international meetings.	SG	Partnership Coordinator; DSG; SRA; Finance Officer	Better understanding of the Convention & better recognition of wetland importance for sustainable development by Ministries of Foreign Affairs & Finance, Parliament, & other officials							
4.2.3 Manage the Convention budget in a timely, efficient, & transparent manner	KRA: Maintain financial records & make all payments in a timely manner, reporting to SC Subgroup on Finance	Undertake efficient financial management.	Finance Officer; Administrative Officer	SG; DSG; CEPA Programme Officer; SRAs	All financial reports satisfactory & approved by SC electronically							
STRATEGY 4.3 Convention bodies' effectiveness:	Ensure that the Conference of the Contrac	ting Parties, Standing Committee, Scientific & Tee	chnical Review Panel, & S	ecretariat are operating at a high level of	effectiveness to support the implementation of the C	onventi	on. (C	Ps, Sec	retaria	t)		
4.3.1 Undertake fundraising for COP11	Mobilize funding to sponsor at least one delegate from countries that need financial assistance to attend COP11	Send request & follow up.	SG	Partnership Coordinator; SRAS, Finance Officer	All Contracting parties able to participate in COP11.							
4.3.2 Organise & hold COP11	KRA: COP11 held & outcomes disseminated	Prepare logistics; prepare & disseminate documents.	SG for overall events; CEPA Programme Officer for COP11 logistics; DSG for documents	Romania; Communications Officer; Administrative Officer; Administrative Assistant; Documentation Officer; all staff	All logistics well organized; all documents sent to Parties on time; outputs of COP11 disseminated & follow-up actions taken.							

4.3.3 Organise & hold Standing Committee 44 & SC45	KRA: SC44 & SC45 held & outcomes disseminated	Prepare logistics; prepare & disseminate documents.	SG for overall events; DSG for documents; Documentation Officer; Executive Assistant to SG for logistics	All staff, Administrative Assistants; Ramsar Administrative Authorities & other relevant officials	All logistics well organized; all documents sent to SC on time; outputs of SC disseminated & follow up actions taken.				
4.3.4 During COP11, hold Ramsar Award ceremony	KRA: all winners to attend, material to be available, & ceremony to take place.	Organize travel & participation of winners; organize statues, pins, certificates, cheques; organize ceremony in cooperation with Romania.	SG & Executive Assistant to SG	Danone Project Officer, Communications Officer	Award winners are happy. Danone is happy. Good press is achieved for the Convention.				
4.3.2 Provide periodic intersessional briefings to Standing Committee members, as required during the year	KRA: At least two briefings sent to SC	Communicate any emerging issues to Executive Team & to SC, & propose solutions.	SG	All staff; all Parties; all IOPs; STRP	Satisfactory progress made in the implementation of the Convention				
4.3.3 Maintain an electronic system for communication amongst STRP members & with STRP National Focal Points	KRA: STRP Support Service maintained & redeveloped to support STRP intersessional work; STRP NFPs assisted in gaining improved involvement in STRP's work	 Update agreement with Wetlands International on STRP Support Service & redevelopment. Maintain the Support Service. Assist & promote involvment of STRP NFPs & other wetlands experts 	 i) Wetlands International, Scientific & Technical Support Officer, STRP ii) DSG ; STRP iii) SRAs, Assistants, DSG, STRP, Parties 	i) Wetlands International, Scientific & Technical Support Officer, STRP ii) DSG iii) SRAs, Assistants, DSG, & STRP	Updated agreement with Wetlands International; a more user-friendly redeveloped Support Service in place; STRP NFPs & other wetland experts actively involved in STRP work.				
4.3.4 Support STRP in its elaboration & delivery of priority tasks in its work plan	KRA: STRP supported in initiating implementation of its work plan High Priority tasks	 i) Support STRP members in the delivery of High Priority tasks. ii) Mobilize voluntary funding for STRP's work. 	DSG	i) STRP Chair & Scientific & Technical Support Officer ii) SG; Finance Officer; Partnership Coordinator	Financial resource available & STRP work plan implemented.				
4.3.5 Arrange periodic briefings of missions in Geneva on activities taking place between Standing Committee meetings	KRA: At least one missions briefing held	Organize missions briefing.	SG	SRAs; Executive Assistant to SG; Administrative Assistants; Assistants to SRAs	Missions in Geneva more aware of the Convention's work & importance of wetlands in their countries.				
4.3.6 With the Standing Committee, keep under review the existing management structures of the Secretariat & Convention	KRA: Any changes to management structures adopted, implemented by Secretariat, as appropriate	Implement decision on performance evaluation of the SG & all staff; maximize synergy within the Secretariat. Implement relevant decisions adopted by COP11.	SG	SC Executive Team; all staff	SG 2011 Performance Evaluation finalized by the end of February 2012 & sent to IUCN DG in early March 2012; Performance Evaluations of all staff finalized by April 2012.				
4.3.7 Begin implementation of COP11 decision on hosting of the Secretariat	KRA: Decision of COP11 made available to all relevant bodies	Discuss with the relevant host organization & initiate first action	SG	Host organization; all staff; all Parties	Decision progressively implemented.				
4.3.8 With Romania, implement the MOU for COP11	KRA: COP11 MOU under implementation	Romania to host COP11, with assistance from Secretariat and others.	SG	Romania; all staff; all Parties; all Partners	Outcomes of COP11 made available & disseminated; decisions of COP11 being implemented.				
4.3.11 Undertake general administration of the Secretariat & Convention	KRA: Parties & other stakeholders provided with timely & efficient service	Provide timely & effective services to Parties & other stakeholders	SG	All staff	Satisfactory & timely services provided.				Γ
STRATEGY 4.4 Working with IOPs & others: Ma	ximize the benefits of working with the Co	nvention's International Organization Partners (IO	Ps) & others. (Secretariat,	IOPs)					
4.4.1 Work with IOPs to develop a common understanding & framework for assistance in delivering the Convention's implementation	KRA: Collaborative activities identified & agreed, information on them provided to Contracting Parties	Implement new agreements, increase collaboration with partners, including in the private sector.	SG	Partnership Coordinator; SRAs; DSG; Regional Affairs Officer; Scientific & Technical Support Officer; IOPs; Parties	Enhanced implementation of the Convention; better perception of wetlands as assets for sustainable development.				
4.4.2 Facilitate & enhance joint activities on the ground between IOPs & Ramsar Administrative Authorities	KRA: Joint IOP/AA activities facilitated & reported	Increase cooperation between IOPS & Ramsar AAs through Regional Initiatives & joint projects.	SRAs	SRAs; Regional Affairs Officer; Communications Officer; Partnership Coordinator	Results of joint activities recognized & publicized.				
STRATEGY 5.1 Membership: Secure universal me	embership of the Convention & provide an	appropriate level of service. (CPs, Secretariat)	1	1	L	1			
5.1.1 Advise countries in the process of accession on any issues requiring clarification & on preparing first Ramsar Information Sheets, as necessary	KRA: Bhutan, Sawziland, South Sudan, Zimbabwe, Ethiopia & others further assisted for accession	Assist at least three countries in accession process in Africa, Asia & Oceania, & the Caribbean.	SRAs	Assistants to SRAs; SG	Five additional Parties by the end of 20112				
Other Secretariat activities							 		
Other activities not covered under any of the above Strategies/KRAs		Respond to ad hoc requests from Parties.	All staff under supervision of SG						