		Ramsar Secret	tariat Annual W	/ork Plan 2012								r
		Activity(ies)	Team Leader	Other key team members	Success indicator and/or benefit to Convention	JF	мA	м	JJ	A٤	S 0	N D
Strategy/Activities	KRAs											
STRATEGY 1.10 Private sector: Promote the invol	lvement of the private sector in the conser	vation & wise use of wetlands. (CPs, Secretariat)						_				
1.10.1 Continue development of the Danone/Ramsar "Danone Fund for Water". Continue the "Biosphere Connections" partnership with Star Alliance		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.				Τ	Π	Γ	
	KRAs: Implementation of Danone Fund for Water, Biosphere Connections utilized	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.							
	to 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 effectively managed by the Secretariat. (STRP, Sec		e, including the Ramsar Sites Database, is availabl	e & enhanced as a tool for	guiding the further designation of wet	lands for the List of Wetlands of International Impo	rtance &	for res	earch	& asse	ssment	t, & is	
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 & publicies 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 c (CPs, Secretariat, IOPs)	condition of Ramsar Sites & address negat	tive changes in their ecological character, notify th	e Ramsar Secretariat of ch	anges affecting Ramsar Sites, & apply	the Montreux Record, if appropriate, & Ramsar Adv	isory M	ssion	as tools	to add	lress p	roblen	15.
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 M	EAs & IGOs: Work as partners with inter	national & regional multilateral environmental ag	reements (MEAs) & other	intergovernmental agencies (IGOs). (0	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							
3.1.2 Review Joint Work Plans with the Convention on Migratory Species (CMS)/African-Eurasian Migratory Waterbird Agreement (AEWA) & with UNESCO-Man & the Biosphere Programme (MAB) & World Heritage	KRA: CMS/AEWA & UNESCO-World Heritage joint work plans reviewed & updated	Prepare draft revised Joint Work Plans; discuss with CMS Secretariat; AEWA & MAB /UNESCO; prepare final Joint Work Plans; implement Joint Work Plans.	Partnership Coordinator	DSG; SRAs; Contracting Parties; Partners	New agreements reported to SC; enhanced implmementation of agreements							

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Compare in the split Register Section of a split Register Section of a split Register in the	(BLG) & the Joint Liaison Group (JLG) for the Rio	level; JLG meetings attended as observer	held in September 2011. Participate in activities for the International Day on Biodiversity. Assist Parties in implementation of CBD COP10 key results	SG		communication of Ramsar 's views on key issues; Ramsar's achievements & future actions are recognized & supported by all biodiversity-related							
Like Margin Lingson (Lingson) RK All Manual Ammedia Margin Lingson Row Margin Lingson <td< td=""><td></td><td>Convention at key global & regional</td><td>undertake approved missions; provide mission</td><td>SG</td><td>Management Group</td><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td></td></td<>		Convention at key global & regional	undertake approved missions; provide mission	SG	Management Group								
33.13 Underside industries Ge COPI1 Alage for encomposed for expanse of failors Alage for encomposed for expanse of expanse of failors Alage for encomposed for expanse of failors Alage for encomposed for expanse of expanse expanse expanse expanse of expanse of expanse expanse of expan	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							
31.3 Organic & Mal COP11 Description, perpare & disconcerts down approximation of the content o	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							
313 10 Openie Abril Skewarten merken werk Payre beginze, repare A dasminen demmin Poor decomment Multif, Alministrativ (Mainer), and Multif, Alministrati (Mainer), and Multif, Alministrativ (Mainer), and Mu	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 &							
1.11 Organize CQP114. Science: propried in interference: proprinterference: propried in interference: propried in int			Prepare logistics; prepare & disseminate documents.	DSG for documents; Documentation Officer; Executive Assistant to SG	Ramsar Administrative Authorities &	on time; outputs of SC disseminated & follow up							
3.1 Assit Paries in the identification & mychementation of Regional Instances Properties & Starting Operation (Regional Instances Instance) Starting Operation (Regional Instances COP) Starting Operation (Regional Instances COP) Starting Operation (Regional Instances Concernation & Starting Operation (Regional Instances) Starting Operation (Regional Instances) Startinste Instances Regional Instances (SPA)		KRA: Meetings prepared in timely manner	handle logistics & make available meeting materials; hold meetings & prepare reports; disseminate	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							
implementation of Regional Institution: 10 or product difference intermediation of Regional Regio	STRATEGY 3.2 Regional initiatives: Support exit	sting regional arrangements under the Co	nvention & promote additional arrangements. (Cl	Ps, Secretariat, IOPs)									
interstements (PP, Secretarian (DP) 33.1 Effective progress in the work of the Pranework Strategy for Parnework Stategy for Parnewor	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	SG	SRAs; Finance Officer	Initiatives implemented; COP11 decisions on Regional Initiatives implemented. Regional Initiatives substantially contribute to implementation of							
Partnership Coordinator & mandated by Resolution RAP: Partnership & implementation Partnersh	STRATEGY 3.3 International assistance: Promot investments. (CPs, Secretariat, IOPs)	te international assistance to support the c	onservation & wise use of wetlands, while ensuring	ng that environmental safe	guards & assessments are an integral co	omponent of all development projects that affect we	tlands, i	includ	ling fo	reign	& dom	estic	
3.4.1 Finalize & present to COP11 the analysis of heinplementation of the Convention through National Report synthesis KRA: Report on the implementation of the Convention submitted to COP11 Facilitate COP11 deliberations on implementation of the Convention. SG All staff, especially Regional Affairs Officer, DSG, Regional teams, CEPA Programme Officer, DSG, Regional teams, CEPA Provide prompt & supportive responses to Partics assis Parties in preparing position papers when registed. Number of Contracting Parties expressing satisfaction regarding the assistance from the Screttariat registed. STRATEGY 41 CEPA: Support & assist in implementation goals, mechanisms, & key findings. (CPs, Secretariat, training centres, IOPs, Advisory Board on Capacity Building) In consultation with the CEPA Oversight Panel, with input of the CEPA Programme implemented, with applementation paper expectic tools A sasse Parties in implementation of the CEPA Programme implemented, with applementation of the CEPA Programme, develop expective sector actions, through the CEPA Oversight Panel. In consultation with the CEPA Oversight Panel, with applementation of the CEPA Programme, develop equerity of CEPA Focal Points; Increased prepared & disseminated	Partnership Coordinator as mandated by Resolution		develop Framework on Partnership & implement	Partnership Coordinator	Management Group; Partners								
A.A. I make Ze present 00 CDP1 (me marks of me implementation of the Convention for COP11 deliberations on implementation of the CONPI1 deliberations on implementation of the CONPI deliberation of the CONPI deliberation of the CONPI deliberations on implementation of the CONPI deliberation of the CEPA Oversight	STRATEGY 3.4 Sharing information & expertise:	Promote the sharing of expertise & infor	mation concerning the conservation & wise use o	f wetlands. (CPs, Secretari	at)								
3.4.2 Assist Parties with Convention implementation issues provided, in regional inquiries; take part in national & regional debates; asist Parties in preparing position papers when requested. including through missions to Parties SRAs Management Group (also assistants & Sientific & Technical Support Officer) Management Group (also assistants & Sientific & Technical Support Officer) SRAs SRAs Management Group (also assistants & Sientific & Technical Support Officer) Management Group (also assistants & Sientific & Technical Support Officer) SRAs Scientific & Technical Support Massistance from the Secretariat Regional contexts, to Parties as requested including through missions to Parties SRAs Scientific & Technical Support Massistance from the Secretariat Regional contexts, to Parties as requested including through missions to Parties SRAs Scientific & Technical Support Massistance from the Secretariat Regional contexts, to Parties as requested including through missions to Parties SRAs Scientific & Technical Support Massistance from the Secretariat Regional contexts, training centres, IOPs, Advisory Board CEPA Programme (Resolution X.8) for promoting the conservation & vise use of wetlands through CEPA focal Points; increased avareness and the CEPA Programme implemented, whin input of the CEPA Programme implemented, whin input of the CEPA Programme implemented, inplementation of the CEPA Programme officer; Group & other private sector actors, through the CEPA Programme implemented, prepare specific tools & assist Parties in mighementation of the CEPA Programme officer; Administrative Officer, Administrative SRAs; Communications Officer; Administrative Officer, Administrative SRAs; Communications officer; Administrative Officer, Administrative Scientific A received as a local a local as local action as received as a local as local action as received as local action asues at local anational, regional liseus into anional planning &	the implementation of the Convention through			SG	Officer, DSG, Regional teams, CEPA Programme Officer, Documentation	COP11 decisions disseminated for implementation							
goals, mechanisms, & key findings. (CPs, Secretariat, training centres, IOPs, Advisory Board on Capacity Building) 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, prepare specific tools & asist Parties in implementation of the CEPA Programme officer, Administrative Officer, Admi	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									
develop a comprehensive plan for CEPA internality, including the activities undertaken with Danone Group & other private sector actors, through the CEPA Oversight Panel NAx: CEPA Programme implementation, implementation with intercept a comprehensive prepare specific tools & assist Parties in implementation of the CEPA Programme; develop exactly of CEPA Focal Points. SRAs: Communications Officer; Administrative Officer; Administrative officer; Administrative into anional planning & priorities; better preception of wetland values at global level. avaeneess abouts vetlands at local, national, regional & global keys; better preception of wetland values at global level.													
	develop a comprehensive plan for CEPA internally, including the activities undertaken with Danone Group & other private sector actors, through the	with input of the CEPA Oversight Panel, & Secretariat; CEPA implementation plan	prepare specific tools & assist Parties in implementation of the CEPA Programme; develop	CEPA Programme Officer	Administrative Officer; Administrative	awareness about wetlands at local, national, regional & global levels; better integration of wetland issues into national planning & priorities; better perception							
				Communications Officer	CEPA Officer								

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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 & wetland 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 stackholders 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.							
		or the Convention's governance, mechanisms & pr sources for implementation of the Convention. (C		expectations of the Conference of the C	ontracting Parties, within the availability of existing	resourc	es & i	by the	effective	e use of	such	
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.						\prod	T
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 Contr	acting Parties, Standing Committee, Scientific &	Technical Review Panel, &	& Secretariat are operating at a high leve	el of effectiveness to support the implementation of	the Conv	entio/	n. (CP	, Secre	tariat)		
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.						Π	Π
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							
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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 interessional work; STRP NFPs assisted in gaining improved involvement in STRP's work	 Update agreement with Wetlands International on STRP Support Service & redevelopment. Mantain 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	 Support STRP members in the delivery of High Priority tasks. 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.							
STRATEGY 4.4 Working with IOPs & others: Ma	aximize the benefits of working with the C	Convention's International Organization Partners	(IOPs) & others. (Secretar	iat, 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 implmementation 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 m	STRATEGY 5.1 Membership: Secure universal membership of the Convention & provide an appropriate level of service. (CPs, Secretariat)											
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 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									