

CONVENTION ON WETLANDS (Ramsar, Iran, 1971)

48<sup>th</sup> Meeting of the Standing Committee

Gland, Switzerland, 26-30 January 2015

DOC. SC48-22

## Application for IOP Status and proposed Framework and Plan for Partnerships and Resource Mobilisation within the Ramsar Convention

### Actions requested:

Standing Committee is invited to:

- Revise and approve the application for IOP status of the Wildfowl and Wetlands Trust, following submission to SC47, for submission to COP12; and
- Revise and approve the proposed 'Framework and Plan for Partnerships and Resource Mobilisation within the Ramsar Convention', for submission to COP12.

### Background note by the Ramsar Secretariat

#### A. Proposal to add Wildfowl and Wetlands Trust (WWT) as an International Organisation Partner

1. The Chair of the Standing Committee and the Secretariat received a request in October 2013 from the Wildfowl and Wetlands Trust (WWT), which is seeking formal recognition under the Convention as an International Organization Partner (IOP).
2. Contracting Parties decided through Resolution VII.3 *Partnerships with international organizations* that "international organizations interested in formal recognition as Partners to the Convention should present an application to the Convention's Bureau for its inclusion in the agenda of the next meeting of the Standing Committee, which in turn shall make a recommendation to the Conference of the Contracting Parties for final decision".
3. The Annex to Resolution VII.3 established *Rules for conferring the status of International Organization Partner of the Convention on Wetlands*. The qualifications for Wildfowl and Wetlands Trust to become an IOP, based on meeting characteristics required for IOPs are spelled out in the Annex to Resolution VII.3, in the application, which is attached to document SC47-10.
4. In considering this request, the Standing Committee may wish to note that WWT has already collaborated closely with the Convention through two Memoranda of Cooperation with the Secretariat: the first, signed in 2005, focused on CEPA activities; the second, signed in 2011, covered a wider range of cooperative activities. WWT contributed very significantly to the preparation of the draft resolution on highly pathogenic avian influenza, through its substantive annex of guidance to Contracting Parties. It also co-organized side events on Wetland Link International (WLI) and avian influenza and helped to develop the World Wetland Network (WWN).
5. It is also useful to remember that the conception and early development of the Ramsar Convention closely involved WWT staff and the International Wildfowl Research Bureau

(IWRB), which WWT hosted at the time at Slimbridge in the United Kingdom. IWRB eventually became Wetlands International, which has been a Ramsar IOP since 1999.

6. After reviewing the information provided, the Secretariat considers that WWT fulfils with the requirements and the role and expectations of an IOP as set out in Resolution VII.3.

#### **B. Framework and Plan for Partnerships and Resource Mobilisation within the Ramsar Convention**

7. The purpose of the 'Framework and Plan for Partnerships and Resource Mobilisation' is to establish the scope and focus for developing and funding activities which can support the implementation of the Ramsar Convention Strategic Plan 2016-2021.
8. A number of Global Priorities are identified for further development, including in the areas of improved management and restoration of wetlands as well as mapping, knowledge, measurement and reporting,. The varied ways for national governments and partners to participate are also explained.
9. The Plan describes a role for the Ramsar Secretariat to play in developing projects and investment opportunities, and brokering financing or co-financing opportunities with high quality projects.
10. It also explains approaches to focus and plan activities and commitments with partners at all levels, and the role for different actors (such as national governments, The Secretariat, IOPs, and other partners) to enhance the value proposition and profile of the Ramsar Convention.
11. The annual work-plan for the Partnership Unit, to the end of 2015, is included as Annex B.

## **Draft Resolution XII.xx on the Convention's International Organization Partners, Partnerships and Resource Mobilisation**

### A. Regarding the Convention's International Organization Partners

1. RECALLING that a number of international non-governmental organizations (INGOs) played a significant role in the inception of the Convention, and AWARE that these and an increasing number of other INGOs and intergovernmental organizations are contributing to, or have the potential to contribute to, the development and implementation of the Convention's mission at local, national and global scales;
2. ALSO RECALLING Resolution VII.3 *Partnerships with international organizations*, in which the Contracting Parties established rules for conferring the status of International Organization Partner of the Convention, and conferred this status on BirdLife International, IUCN-The World Conservation Union, Wetlands International, and the World Wide Fund for Nature (WWF);
3. FURTHER RECALLING that in Resolution VII.3 the Parties decided that further international non-governmental and intergovernmental organizations meeting the criteria established by those rules and interested in formal recognition as International Organization Partners of the Convention should present an application to the Ramsar Secretariat, to be submitted to the Standing Committee for consideration and recommendation to the Conference of the Contracting Parties for its final decision;
4. FURTHER RECALLING that, through Resolution IX.16, the Parties recognized the International Water Management Institute (IWMI) as the fifth International Organization Partner;
5. NOTING that the Wildfowl and Wetlands Trust (WWT) has applied for International Organization Partner status, and that the Standing Committee asked the Secretariat in Decision SC47-21 to prepare a draft resolution on WWT's application, to present to Contracting Parties at COP12;

### B. Regarding Partnerships and Resource Mobilisation

6. WELCOMING the preparation by the Ramsar Secretariat of a *Strategic Framework for Ramsar Partnerships* (COP11 DOC. 18);
7. RECALLING that Contracting Parties sought through Resolution XI.6 *Partnerships and synergies with Multilateral Environmental Agreements and other institutions* to support effective collaboration with related conventions and organizations;
8. ALSO RECALLING that Resolution XI.20 *Promoting sustainable investment by the public and private sectors to ensure the maintenance of the benefits people and nature gain from wetlands* calls for Contracting Parties to promote investment and policy decisions which encourage the wise use of wetlands;
9. ALSO RECALLING Resolution X.12 *Principles for partnerships between the Ramsar Convention and the business sector* establishes principles and criteria for due diligence;

10. NOTING historic difficulties of Convention bodies in making the most of partnerships and fundraising opportunities and limited capacity and success in delivering against the Framework since 2012;
11. UNDERSTANDING the need to respond to a wide range of demands and opportunities, and also the importance of focusing on priorities for impact, and also on activities that attract partners and funders;
12. TAKING INTO CONSIDERATION the feedback, suggestions and support of Contracting Parties during Ramsar Regional Meetings held in October and November 2014;
13. ALSO TAKING INTO CONSIDERATION the feedback, suggestions and support which the International Organization Partners and other key partners provided during the preparation of the Framework and Plan in 2014; and
14. KEEPING IN MIND that the Framework and Plan will set the direction, and establishes aspirations for 2021, as well as shorter-term objectives;

#### THE CONFERENCE OF THE CONTRACTING PARTIES

##### A. Regarding the Convention's International Organization Partners

15. REAFFIRMS the rules established in the Annex to Resolution VII.3 for conferring the status of International Organization Partner of the Convention to organizations that meet the criteria established in those rules;
16. CONFIRMS the status of International Organization Partner of the Convention for BirdLife International, IUCN-The World Conservation Union, Wetlands International, the International Water Management Institute (IWMI) and the World Wide Fund for Nature (WWF);
17. APPROVES this status for the Wildfowl and Wetlands Trust (WWT);

##### B. Regarding Partnerships and Resource Mobilisation

18. APPROVES the Framework and Plan for Partnerships and Resource Mobilisation annexed to this Resolution for the period 2016-2021;
19. CONFIRMS a broad interest by parties to engage, support and participate in the stated global priorities, including with the possibility of planning to provide voluntary funding support;
20. PLEDGES to plan for and make commitments in the context of a Global Partnership for Wetlands Restoration; and
21. INSTRUCES Standing Committee to ensure regular oversight and review progress reports.

## **Annex A: Framework and Plan for Partnerships and Resource Mobilization within the Framework of the Ramsar Convention**

### **Background**

Partnerships are fundamental to the successful implementation and financing of our shared ambitions, within the Ramsar Convention.

This document seeks to build on a number of earlier documents and efforts, which established the basis for the role of Partnerships within the convention. In particular, Ramsar COP11 DOC 18 'Strategic Framework for Ramsar partnerships: partnerships and fundraising'.

The Strategic Plan for 2016-21 includes the greater involvement of partners to achieve our targets and states that 'the wise use of all wetlands via partnerships', is one of the top goals for the focus of the convention to concentrate its efforts.

This document provides a *Framework and Plan for Partnerships and Resource Mobilization* and is presented in three parts:

#### **Section 1. How to finance implementation of the Ramsar Strategic Plan**

#### **Section 2. What to prioritize and focus on, with partners**

#### **Section 3. With whom to work in order to achieve our goals**

Steps taken in developing the framework and plan, as well as an analysis of some key considerations regarding opportunities and challenges, are provided in Annex A.

### **Section 1: How to finance implementation of the Ramsar Strategic Plan**

#### **1.1 Establish and maintain an 'Investing in Wetlands' platform, to help mobilize human and financial resources**

In order to achieve the targets of the Ramsar Strategic Plan for 2016-2021, a large number of high quality and high impact projects must be financed and implemented.

In its role as a catalyst, the Ramsar Secretariat will develop a platform that lists eligible projects, in order to help guide and broker resources towards existing or potential high impact projects.

For a project to qualify, the proponents must provide a short summary (less than two pages) that explains the intended project's relevance to the Ramsar Strategic Plan, intended outcomes, activities, timeline (up to three years), partners and funding needs.

For a funder to qualify, their areas of interest must line up with the Ramsar Strategic Plan 2016-21.

#### **1.2 Building capacity within regions, to secure financial resources**

Within Ramsar Regional Initiatives and Ramsar Regional Teams (within the secretariat), there is a need and opportunity to build capacity and skills for fundraising. This process has started with an

analysis of the extent and depth of funding made available for wise use. The Global Environment Facility (GEF) has provided at least \$400 million for wetlands projects in GEF5, and GEF6 offers equally strong opportunities for leverage. Indeed, the GEF will now involve Ramsar Senior Regional Advisors in their upcoming regional consultative workshops, which will provide another important step towards deepening the links between GEF and Ramsar Convention's priorities.

Further steps can be taken via the development and deployment of knowledge and skills within the Secretariat, in proposal development, training and lining up additional co-financing opportunities for GEF, Adaptation Fund, Green Climate Fund etc. Increasing the Secretariat's capabilities in this area is referred to in the next section, under the development of 'Ramsar Advisory Services'.

An opportunity also exists to increase best practice sharing between the Ramsar Regional Initiatives, in order to increase their impact and funding. This will be helped by the proposed activities in document SC48-24 'Regional initiatives operating within the framework of the Ramsar Convention' to virtually link Ramsar Regional Initiatives.

### **1.3 Evolution of the Ramsar Grants Assistance Programmes, where there is clear opportunity**

The Ramsar Secretariat will continue to administer small grants for high impact wetlands projects, and evolve the so-called 'Ramsar Grants Assistance Programme' if there is sufficient interest and funding available from contracting parties to do so. This financing mechanism may be tailored to the locations or issues of most interest to funders that step forwards, with a minimum required fund size of \$1million.

### **1.4 Opportunities, Roles and Responsibilities**

- National governments, Regional Initiatives and Partners are encouraged to register to participate in the 'Investing in Wetlands' platform (online or via [perceval@ramsar.org](mailto:perceval@ramsar.org)) and can do so by submitting short summaries of high impact projects that qualify.
- National governments, Regional Initiatives and Partners are encouraged to register to participate in activities to 'Build Financing Capacity' (online or via [perceval@ramsar.org](mailto:perceval@ramsar.org)) including training on how to seek co-financing for projects via the Global Environment Facility, etc.
- The role of the Ramsar Secretariat is to provide support and advice, including by making connections, and helping move proposals towards funding success. The Partnership team will work to develop and maintain the systems and relationships that are required in order to make progress.

## **Section 2: What to prioritize and focus on, with our partners**

This section identifies ten global priorities and opportunities to further develop, all of which have the potential to drive progress on our goals and a significant number of the targets established in the Ramsar Strategic Plan. To the extent possible, activities listed as aspirations under COP 11 Resolution XI.2, are integrated with the priorities. The projects and initiatives listed in this section also build on previous work such as Resolution XI.6 'Partnerships and synergies with Multilateral Environmental Agreements and other institutions'.

## **Top 10 Global Priorities:**

### **i. Improving knowledge, leveraging earth observation and citizen engagement**

The opportunity exists to harness technology and crowd-sourcing, to develop a better picture of changing landscapes and drivers. This initiative will combine Earth Observation and Citizen Engagement, Reporting methods to improve up to date knowledge on wetlands. It will combine the disciplines of ecology, hydrology and engineering to deepen understanding of trends and their implications. Required first steps are to improve analysis and categorisation of Ramsar Sites under Protected Areas categories, and to move towards integrated management of sites with multiple international protected area designations (e.g. UNESCO World Heritage Centre, Man and Biosphere, GeoParks and Ramsar Sites).

Improved knowledge of wetlands' status and trends is urgently required, to support and inform decisions. The projects and initiatives proposed in this section build on a range of earlier work, including the Global Wetland Observing Systems (GWOS) and Ramsar Sites Information Service (RSIS).

### **ii. Global Wetlands Restoration Partnership**

Wetlands provide multiple benefits, for people and nature and the opportunity exists to construct or restore them, globally.

In terms of climate sequestration and storage, disaster risk reduction, food security, water security, and the co-benefits for reducing poverty and improving livelihoods, the evidence for wetlands as areas of high impact opportunity is clear.

There is also now a new level of motivation and urgency to restore wetlands. On top of the Bonn Targets for land restoration, the Sustainable Development Goals currently includes 'Land Degradation Neutrality' as a target, while the 2014 WWF Living Planet Report points to the critical role of wetlands, as habitats for biodiversity.

Next steps in building this initiative include drawing up the game-plan, consulting with Parties, building the coalition of partners and required engagement, securing pledges and commitments from national governments, and then launching it as an inclusive global initiative.

### **iii. Developing Sustainable Development Goals Indicators**

The opportunity exists to draw connections between Ramsar Convention and the Sustainable Development Goals at a number of different levels:

- Analyzing and then explaining the relevance of the Ramsar Strategic Plan towards SDGs, using a generic power-point presentation (translated into a number of languages).
- Using existing or new information to support SDG indicators development and monitoring.
- Analyzing and communicating how Ramsar Sites contribute to the SDGs (e.g. essential needs, disaster risk reduction, etc.)

#### **iv. Developing Ramsar Advisory Services**

In order to deepen and expand the relevant value and skills of the Ramsar Convention's regional teams and regional initiatives, an opportunity exists to develop 'Ramsar Advisory Services'. These can take the form of generic or tailored products and services. The intention is to develop an offer which is globally coherent, and regionally differentiated. Some of the value to build through Ramsar Advisory Services includes:

- Guidance to national and/or site managers on how to secure funds (including GEF funding)
- Ramsar Advisory Missions, with detailed reports and recommendations
- Training events
- World class expertise and advice on wetlands related issues such as Disaster Risk Reduction, Poverty & Livelihoods, Climate Sequestration and Storage, Citizen Science, Sustainable Development Goals, Reporting, Cross-sectoral issues, etc.

#### **v. Building human and social capacity through networks**

The purpose of this project will be to inspire, equip and enable people, organizations and institutions, to improve wise use of wetlands. Firstly, we need to reach out to wetland practitioners around wetland sites and other interested stakeholders so we can build a stronger network that can tell us about their prioritized needs and opportunities to help others. We can use such information in order to help ensure that training course and capacity development is provided in the relevant place and the required languages, in such places as Ramsar Regional Centres and elsewhere. The Secretariat can act as the hub for such networks and link up the opportunities and needs and meet the needs of Parties in wise use of wetlands. It will be possible to leverage existing networks, such as the Wetland Link Initiative (which brings together hundreds of wetland centres around the world), World Wildlife Fund (which brings together thousands of enthusiasts around the world), and Birdlife International (which brings together organisations with a focus on conservation of birds), and to make connections that tap relevant expertise and best practices (e.g. The Nature Conservancy on developing water funds, Wetlands International on the role of peatlands in reducing impacts of climate change, and Living Lakes Network (which brings together organisations that are working on lakes), etc etc in order to support progress towards targets in the Ramsar strategic plan.

#### **vi. Improving business and investment standards, in order to support the conservation, management and wise use of all wetlands, particularly in existing Ramsar Sites**

An opportunity exists to maximize the positive and minimize the negative role that business and investment (both public and private) plays in changing the status and extent of all wetland types. Developing safeguards to ensure minimum standards for business and investment are useful ways to reduce the potential negative impact on wetlands. Participating in schemes to co-finance – through public and private sector involvement – management or restoration of wetlands as 'natural infrastructure' is a great way to leverage wetlands as natural solutions. Development of this initiative will support implementation of Ramsar Resolution XI.20 'Promoting sustainable investment by the public and private sectors to ensure the maintenance of the benefits people and nature gain from wetlands'.

#### **vii. Establishing and supporting 'Wetlands Wise Use' funds**

Support and dissemination of the experiences of Water Funds and other market-based instruments can help improve management and long term sustainability of watersheds. Given increasing pressures on wetlands, 'wise use' funds may provide a good way to reconcile needs of different



groups. Contracting Parties and other Partners have an opportunity to support existing, and create new, financing mechanisms to ensure long term sustainability and wise use.

**viii. Taking action to improve water productivity in agriculture**

Water-efficiency of agriculture (i.e. the ‘crop per drop’) must increase in order to meet the expanding demand for food, energy and water. It is not only a technological challenge, but also requires the governance, institutions, norms and market dynamics to support improved efficiency in agriculture.

**ix. Wetlands, Culture and Livelihoods**

Building on over a decade of experience in working to include cultural considerations within the Ramsar Convention, the opportunity exists to strengthen and focus this work along five themes – in which to celebrate and build opportunities for deeper appreciation of the connections between people and wetlands. The five areas of proposed focus are: Natural Heritage; Agriculture & Food; Leisure, Recreation & Tourism; Art & Architecture; and Children’s Story-telling.

Development of this initiative builds on experience with Resolution IX.21 on ‘Taking into account the cultural values of wetlands’, Resolution X.28 on ‘Wetlands and poverty eradication’, and others.

**x. Natural infrastructure and Wetlands, for Better Growth**

The financial and economic case for investing in ‘green’ rather than ‘grey’ infrastructure is more and more clear. Unlike conventional ‘grey’ infrastructure, which depreciates in value over time (e.g. concrete in a wastewater treatment facility), ‘green’ or natural infrastructure appreciates in value over time (e.g. natural wastewater treatment facilities can also provide recreational dividends, etc.) There is an opportunity to build on past experiences, such as The Economics of Ecosystems & Biodiversity and experiences of IOP and government engagement with industry, in order to develop a targeted approach to building the political economy, evidence and opportunity for investing in wetlands as ‘natural infrastructure’.

**Opportunities, Roles and Responsibilities for engagement**

- National governments, Regional Initiatives and Partners may register their interest to receive updates, engage in and/or support specific projects or initiatives. The projects that generate the greatest interest are the most likely to move forwards.
- National governments, Regional Initiatives and Partners are encouraged to inform the Secretariat about funding prospects as funding will be necessary to support the work.
- The role of the Ramsar Secretariat is to incubate and build these opportunities, with the Partnership Unit working with colleagues to update the list, develop the projects, secure initial investments, of at least \$250k in new funding per year, and help build momentum in two or three areas that can create most impact.
- It may be strategic for the Secretariat to narrow and deepen its own focus on two or three of the possible ‘Global Initiatives’, which would be consistent with advice on Partnership given by a number of Contracting Parties at COP11.

### **Section 3: With whom to work in order to achieve our shared goals**

The lens through which Ramsar constituents should prioritize and focus their partnership building work is in the context of actions that can maximize the progress towards reaching targets established in the Strategic Plan. A list of potentially relevant partners to engage have been listed in earlier Partnership related documents, such as SC43-09.

Goal 3 of the Strategic Plan 2016-21 refers to “Wise Use of All Wetlands through Partnerships” and lists a number of targets. Partnerships are also critical to the implementation of other Strategic Plan goals. Guidance set out in Ramsar Wise Use Handbook 5 (4th ed., 2010) on Partnerships is useful to refer to when identifying who to work with. In developing relationships with business, it is necessary to adhere to the *Principles for partnerships between the Ramsar Convention and the business sector* (as set out in Resolution X.12 (2008)).

The following basic requirements are recommended in the context of any partnership:

- A formalized two way commitment between the Partner organization and the Ramsar Convention on activities to implement must be agreed and written down
- Outcome(s) to pursue, which are relevant to the convention’s priorities and/or strategic plan must be agreed upon and written down
- The capacity and funding required to deliver high quality output is discussed and well understood

A full list of Partners will be maintained and updated on the Ramsar website, which includes:

#### **International Organization Partners**

This group of organizations is recognized for their long term commitment to the mission of the Ramsar Convention, and play a critical role in both influencing the strategy of the convention and also taking actions within their own organizations to support and implement the convention’s goals.

The 2011-17 Memorandum of Co-operation agreed and signed with WWF, IUCN, Birdlife International, IWMI and Wetlands International is available to view at this link: [http://www.ramsar.org/pdf/moc/MoC\\_5IOPs\\_19-5-11\\_SIGNED.pdf](http://www.ramsar.org/pdf/moc/MoC_5IOPs_19-5-11_SIGNED.pdf). The MOU provides a formal definition of the characteristics, commitments and benefits of IOP status and will be due for review and possible modification in 2017.

Addition of a sixth IOP, Wildfowl and Wetlands Trust, is pending approval at the time of writing.

#### **Private Sector Partners**

The private sector (Business and Investment, at all scales from Multinational to Small Medium Enterprises) is both part of the problem and part of the solution. Given the size of their impact and influence, the following industry sectors are most relevant to work with: Finance, Lending & Investment; Media & Entertainment; Leisure & Tourism; Agriculture, Food & Beverage; Infrastructure & Extractives; and Large Hydro-Electric Power. The greatest opportunities that national governments have to influence changed practices is via fiscal policy, regulations. The greatest opportunity that other partners have is to influence business norms such as lending & investment policies and practices, or societal norms such as consumer choice. Public Private Partnerships and co-financing opportunities, in particular, are also possible in order to leverage wetlands as solution providers for better economic growth. It may be especially useful to work with

industry associations (e.g. IPEICA, ICMM, SAI), as conveyor belts for accelerating work in areas of Ramsar's Strategic Plan and priorities.

### **Other Sustainable Development Partners**

Instead of sub-dividing the list of partners further, the Secretariat will list other partners (e.g. UN system, NGOs, River Basin Organizations, etc.) into a third category which includes other Sustainable Development Partners. There exists a strong commitment to collaborate with other MEAs and the UN-system as a whole, when the opportunity exists to create synergies or greater combined impact. To the extent possible, and when it makes sense, Regional Initiatives are encouraged to strengthen affiliation with other relevant regional organisations (e.g. ASEAN). Partnerships that meet basic requirements can also be listed on the Ramsar website.

## Annex B: Some initial steps taken in specifying priorities

### Elements and stages of a coherent project partnership to consider and plan

The lifecycle for turning ideas into action, within the context of this framework, is as follows:

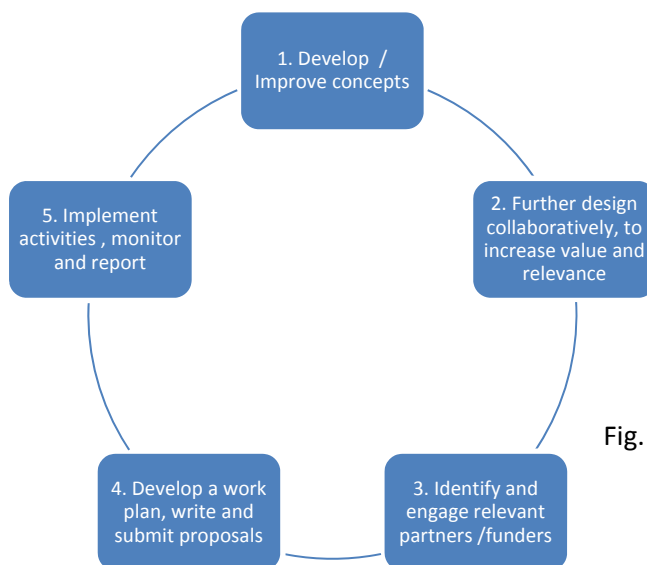


Fig. 1: The lifecycle of a project

In order to be influential and to create impact, it is necessary to invest at every stage.

### Review of Opportunities and Challenges

#### *Opportunities*

- Wetlands are valuable to society
- The Ramsar Convention is a global effort
- Society has the capacity and resources to shift current trends
- The Ramsar Convention benefits from strong leadership
- The development of a new Strategic Plan (2016-21) provides the opportunity to strengthen our focus around outcomes that creates a greater opportunity for impact and funding.

#### *Challenges*

- 'Wetlands' as a word has a negative connotation in a number of languages
- Financial resources are more difficult to secure now, than at most times in the past
- The behaviour of the global economy rarely supports 'wise use'
- A lack of commitment across all sectors slows down progress
- There is a need to develop the value and number of Ramsar Convention 'products'
- A need to expand Ramsar Convention Secretariat staff support for financing needs of countries and regions.

### Other considerations and steps taken in developing the proposed framework and plan

The Sustainable Development Goals (SDGs) provide a useful initial reference point for how to sharpen and narrow our focus, in pursuit of the Convention's overall mission towards Sustainable Development.

The Ramsar strategic plan also clearly articulates our goals, and opportunities for impact, and is a key source of guidance. In order to develop our thinking for the Partnership Unit work-plan, we:

- Explored a number of key questions regarding the purpose and scope of a 'Partnership Unit'<sup>1</sup>
- Cross-referenced the Secretary General's vision, the Strategic Plan, with existing partnerships
- Reviewed advice provided by external consultants (e.g. opportunities and recommendations for engaging with the global water agenda).
- Held a Key Partners meeting, in order to solicit feedback and recommendations
- Conducted a brief analysis of the financing of wetlands.

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<sup>1</sup> We explored questions such as: What is the required scope and focus? Which existing or potential new partners to engage? What outcomes to aim to deliver? What does positive impact look like? What existing strengths within the history of the Convention to build upon? Which elements of the Strategic Plan lend themselves most to partnerships, funding, and impact? How best to prioritise and work effectively across different units, and constituencies?

## **Annex C: Annual work plan for Head of Strategy & Partnerships**

In light of the proposed framework and plan, the following activities will be carried with colleagues.

### **1: How to finance implementation of the Ramsar Strategic Plan**

[25% time allocation]

***Our vision and plan is that by 2021, the Ramsar Secretariat is widely recognized as a key agent of change in scaling investments that support wise use of all wetlands, including Ramsar sites, Priority Initiatives and the Ramsar Convention Secretariat. Indeed, by 2021, a number of investments have been mobilized that allow the convention to play an active role in capacity building and monitoring progress towards the Sustainable Development Goals.***

**In order to pursue our aspirations for 2021 in this area, by the end of 2015, we will have:**

- i) Developed the 'Investing in Wetlands' Platform, and the necessary knowledge and contacts (via research, networking and training), to support and enhance the flow of investments that support implementation of the Ramsar Strategic Plan.
- ii) Engaged and collaborated with at least fifteen potential investors/donors, in order to create shared opportunity for investing in wetlands. Where possible, using the 'platform' as the means to do so.
- iii) Worked with at least twenty governments or partners in order to improve knowledge of how to submit qualifying projects to the investment platform, for consideration.
- iv) Brokered opportunities, and helped to improve proposals, for a number of wetlands related investments seeking a total of at least \$15 million.
- v) Written down, and invited feedback, on a plan for voluntarily linking investments with capacity building and monitoring efforts, with a view to formalizing it in 2016.
- vi) Worked with colleagues to develop a better understanding, and closer relationship, with the GEF and GEF agencies, in order to offer contracting parties valuable and useful advice.
- vii) Developed useful analysis to provide insights to potential recipients and in particular relevant to countries in regions that are associated with Ramsar Regional Initiatives.
- viii) Worked with colleagues and partners to examine and discuss opportunities to support and influence investment and lending standards that might connect with issues and trends affecting Ramsar sites.
- ix) Worked with colleagues to ensure that every SRA includes at least 10% time commitment in their work-plan to support the resource mobilisation, information sharing, and building internal capacity that is required in order to effectively support efforts to influence wetlands-related investments.
- x) Supported and worked with the SG/DSG to increase voluntary funding contributions to the Secretariat.

### **2: What to prioritize and focus on, with our partners**

[25 % time allocation]

***Our vision and plan is that by 2021, the Partnership Unit will be developing, securing funds for,(and sometimes managing or overseeing) several high impact partnership initiatives that together contribute to wise use of wetlands and positive outcomes for people and nature around the world.***

**To move towards this vision, by the end of 2015:**

- i) Develop materials to promote and explain the value and offer of the listed Global Priorities, in order to help attract partners and funders

- ii) Discuss Global Priorities with dozens of parties, potential funders, and other partners, in order to improve the portfolio, create and respond to opportunity, and deepen valuable relationships
- iii) Build engagement, staff capacity and funding opportunities in five global priorities
- iv) Secure at least \$200k in new funding to support needs/interests of the Secretariat

### **3: With whom to work in order to achieve our goals**

[20 % time allocation]

***The vision is that, by 2021, the Ramsar Convention will have a thriving network of partners committed to our Sustainable Development mission, including at least six IOPs, four significant private sector partnerships, and a globally diverse community of other partners that are creating synergy and meeting requirements for impactful and effective partnerships.***

**In order to pursue our aspirations for 2021 in this area, by the end of 2015, we will have:**

- i) Worked closely with the SG to steward and advance all of the IOP relationships, including the development of up to date 'summaries' that reflect the shared benefits, activities and focus of the respective relationships.
- ii) Developed at least one new and significant private sector partnership opportunity.
- iii) Increased by at least one the number of water agenda partners that we partner with in significant ways (e.g. The World Bank, UN Water, OECD, etc.).
- iv) Considered the Ramsar Conventions listed partners as a 'go-to' resource in further developing priority initiatives.
- v) Put in place a new MOU with UNEP, an institution that has shown particular interest to support the Ramsar Convention's success over the coming years.
- vi) Ensured that as close to 100% as possible of the Ramsar Convention's listed partners meet the suggested pre-requisites above.

### **4: Strengthening the Ramsar Value Proposition**

[20 % time allocation]

***Our vision is that by 2020, the Partnership Unit has deepened engagement with key target groups identified in the communications work-plan, leading to a deeper a more sophisticated discussion about 'wise use', and enhancing implementation of the Convention.***

**In order to pursue our aspirations for 2020 in this area, by the end of 2015, we will have:**

- i) Provided thought leadership to strengthen the agendas of meetings and events organized by the convention (e.g. COP, water report release, etc.)
- ii) Worked closely with the Communications Unit in order to improve our messaging, including language that we use to explain 'wetlands', and relevance to partners.
- iii) Increased engagement with development assistance and ministries of foreign affairs, where this can create two-way value for the Convention and the Contracting Party.
- iv) Participated in and/or a listed speaker at several external events in order to amplify the opportunities that exist with the Convention, make connections, and gather intelligence that can be useful to the work of individuals across the Convention. To enable follow up and sharing relevant intelligence, we will have provided short written reports to relevant colleagues/partners.
- v) Co-ordinated Group 3.2 of World Water Week 2015 "Managing and Restoring Ecosystems for Water Services and Biodiversity"

**5: Convention and Secretariat Strategy**

[10 % time allocation]

***Our vision is between now and 2020, the 'Partnership Unit' will continue to play an important and central role in supporting a well-managed, coherent, relevant, ambitious, and workable level of focus and priority within the secretariat, and as it relates to the other bodies of the Convention.***

Supporting this stated vision is necessary, in order to deliver impact and secure funding.

**Throughout 2015, the Head of Strategy & Partnerships will therefore seek to have:**

- i) Worked with the SG, DSG and Head of Communications to provide overall management
- ii) Offered input to the design and running of valuable and worthwhile weekly staff meetings
- iii) Provided feedback and input to support and help improve quality of work across the organization
- iv) Supported a successful COP, including, as needed, in collaboration with the Finance Officer to help with COP fundraising.