

Work plan of the Secretariat for 2025

Action requested:

The Standing Committee is invited to take note of and approve the Secretariat's integrated Annual Plan for 2025.

1. The Annual Plan for 2025 (AP2025) attached in Annex 1 to the present document (hereafter referred to as the "Secretariat work plan") follows the structure approved by the Standing Committee in Decision SC54-10 and applied for the 2019-2022 triennium. It builds on the Secretariat's integrated Annual Plan for 2023 and Triennial Plan for 2023-2025, which was presented to the Standing Committee at its 62nd meeting (SC62) in 2023 and approved through Decision SC62-14; it is structured around the seven core functions of the Secretariat and sets out principal activities and corresponding annual and triennial indicators for each, together with indicative lead responsibilities and principal funding source (i.e., core, non-core or other).
2. The scheduling of SC64 in January 2025 and of the 15th meeting of the Conference of the Contracting Parties (COP15) in July 2025 have made it necessary for the Secretariat to start preparations for 2025 earlier than is usual. The work planning process was initiated in August 2024, five or six months earlier than in previous years. This has required the Secretariat to project work demands for 2025 while simultaneously implementing activities for 2024.
3. The timeframe for the implementation of activities under AP2025 is generally from January to July 2025, when COP15 is expected to convene. It is anticipated that all the listed "Triennial Results" will be achieved by this date. However, where Results are likely to be relevant beyond COP15, the Secretariat has made efforts to plan activities through to the end of 2025.
4. Following COP15, the Secretariat will review AP2025 to ensure that activities in the remainder of 2025 reflect the mandates of COP15 and adjust their implementation if necessary.
5. The number of tasks assigned to the Secretariat by Contracting Parties continues to grow, while the resources for implementation remain highly constrained. The core budget for Secretariat staff has not increased since 2012 and it is becoming increasingly difficult for the Secretariat to meet the needs and expectations of Parties.

Annex 1

Secretariat Annual Plan for 2025 to implement the Triennial Plan for 2023-2025

SG = Secretary General; DSG = Deputy Secretary General; DSP = Director of Science and Policy; SAs = Senior Advisors; Comms = Communications Team; RMO = Resource Mobilization Officer; FM = Finance Manager; HRO = Human Resources Officer; ITO = IT Officer; SMT = Senior Management Team. Only leads are mentioned but all staff will contribute to specific outputs. NC = Non-Core; SAR = Subject to Additional Resources, **CEPA related activities (in red shade)**

Function:	Purpose:
1. GOVERNING AND SUBSIDIARY BODY AND MEETING SERVICES	Secretariat ensures the efficient and effective provision of decision-making and accountability processes to support Contracting Parties (CPs).

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
<p>1.1 Organized and facilitated meetings of all governing and subsidiary bodies, including logistics, documentation, reporting, conference support and provision of support and advice to presiding and other officers. Activities of the bodies supported (includes COP, Standing Committee, STRP, pre-COPs, Working Groups).</p> <p><i>Convention Article 8.2.a.; Rules of</i></p>	<p>Governing and subsidiary bodies established, and support provided for their operation</p> <p>Delivery of meetings in accordance with requirements, including timely outputs:</p> <ul style="list-style-type: none"> • COP15 • SC62-SC65 • STRP25-STRP27 • Working Groups as requested 	<p>Organize and facilitate:</p> <ul style="list-style-type: none"> • SC62 • STRP25 • Executive Team • Working Groups, including: Management Working Group (MWG), Strategic Plan Working Group, CEPA Oversight Panel, Youth Working Group, Subgroup on Finance, Subgroup on COP15 	<p>Organize and facilitate:</p> <ul style="list-style-type: none"> • SC63 • SC64 • STRP26 and STRP27 • 2nd and 3rd intersessional meetings of the STRP • Support organization of pre-COP regional activities • Executive Team • Working Groups, including: Management Working Group (MWG), Strategic Plan Working Group, CEPA Oversight Panel, Youth Working Group, Subgroup on Finance, Subgroup on COP15 and Working Group on Institutional Strengthening 	<p>Organize and facilitate:</p> <ul style="list-style-type: none"> • COP15 • SC64-SC66 • 4th and 5th intersessional meeting of the STRP • Support organization of pre-SC64 regional consultations • Executive Team • Working Groups, including: MWG, Strategic Plan Working Group, CEPA Oversight Panel, Youth Working Group, Subgroup on Finance, Subgroup on COP15, Working Group on RIS Updating, and Working Group on Institutional Strengthening 	DSG / SAs	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
<p><i>Procedure, especially Rules 26 and 27.</i></p> <p><i>Resolutions XIV.8 paras.10, 12, 13, 14; XIV.12 paras.15, 16, 17; XIV.14 paras.13, 16; XIV.6 para.22</i></p>		Engage with COP15 host country	COP15 preparations with host country and Subgroup on COP15.	COP15 preparations with host country and Subgroup on COP15		
	Support provided for activities of Standing Committee and Working Groups	Conduct preparatory briefings for incoming members of Standing Committee (XIII.4)	Activity completed in 2023	Conduct briefings for incoming members of the Standing Committee	SAs	Core
			Support the Strategic Plan Working Group as requested in the development of the 5th Strategic Plan	Support the Strategic Plan Working Group as requested in the preparation of a draft resolution to adopt the 5th Strategic Plan	DSG	Core
			Support the Working Group on Institutional Strengthening on the preparation of the report to SC63 on institutional strengthening to support the implementation of the Convention.	Support the Working Group on Institutional Strengthening on the preparation of a draft resolution	DSG	Core
			Support the Working Group on Institutional Strengthening in the implementation of its work plan.	Support the Working Group on Institutional Strengthening on the preparation of a draft resolution	DSG	Core
		Support MWG to select STRP members (XIV.14 paras.13, 16)	Activity completed in 2023	Support MWG to select STRP members for the new triennium, as required	DSP	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
		Complete nomination process for CEPA Oversight Panel (XIV.8) and support its operation	Activity completed in 2023	Complete nomination process for CEPA Oversight Panel	DSG	Core
		Begin preparing a proposal for SC63 in collaboration with the CEPA Oversight Panel on the future operations of the Panel	Preparation of proposal for SC63 on the future operations of the CEPA Oversight Panel.	Prepare draft resolution on CEPA	DSG	Core
		Include provisions in Secretariat Work Plan 2023-2025 detailing how it will support CPs with implementation of the new CEPA approach	Activities in the Secretariat workplan that support CEPA have been highlighted	Activities in the Secretariat workplan that support CEPA have been highlighted	DSG / Comms	Core
		Support the activities of the Youth Working Group	Support the development and implementation of the YWG Work Plan	Support the implementation of the YWG Work Plan	SA Asia	Core / NC
		Prepare call for support for the position of youth advisor in the Secretariat	Activity completed in 2023	Activity completed in 2023	SA Asia	NC
	Report and Resolution on institutional strengthening for consideration at SC62 and SC63 and COP 15 (Resolution XIV.6)	Prepare a report to SC62 on institutional strengthening to support the implementation of the Convention	Activity completed in 2023 – see indicator above	Activity completed in 2023 – see indicator above	DSG	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
1.2 Support provided to Contracting Parties in tracking their implementation of the Strategic Plan through their National Reports and in reviewing the Strategic Plan. <i>Resolution XIV.4 para.9</i>	Parties experiencing difficulties in implementing specific targets and indicators of the 4th Strategic Plan (SP4) are supported through existing Convention guidance (XIV.4)	Identify existing guidance to address targets and indicators of SP4 for which CPs are encountering implementation challenges	Ensure relevant guidance is available through the Convention website	Activity completed in 2023	SA Europe	Core
	CPs submitted National Reports to COP15 Global Implementation Report presented to COP15.	Prepare proposal for SC62 on a revised form for National Reports, applying relevant COP mandates	Support CPs through online training and email helpdesk for the completion of their COP15 National Reports.	Preparation of Global Implementation Report for COP154.	SA Africa	Core
1.3 Strengthened engagement with Contracting Parties.	Strengthened engagement with CPs	Enhance relationships and communication with Administrative Authorities, National Focal Points and Geneva missions, as appropriate	Increase frequency of communication with Administrative Authorities, National Focal Points and Geneva missions, as appropriate	Increase frequency of communication with Administrative Authorities, National Focal Points and Geneva missions, as appropriate	SG	Core
	Support provided to CPs for preparation of draft resolutions for COP15 (XIV.3)	Administrative support and advice provided in response to specific requests from CPs in line with XIV.3	Administrative support and advice provided in response to specific requests from CPs in line with XIV.3. Prepare a guidance document on the preparation of draft resolutions for presentation to SC63.	Administrative support and advice provided in response to specific requests from CPs in line with XIV.3. Completed in 2024	DSG	Core
1.4 Support the efficiency of operational processes of governing and	Guidelines in Resolution XIV.3 Annex 1 applied to non-permanent subgroups and Working Groups	Apply where applicable Annex 1 guidance for formation of new Subgroups and Working Groups	Support the application of Annex 1 guidance for formation of new Subgroups and Working Groups	Support the application of Annex 1 guidance for formation of new Subgroups and Working Groups	DSG	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/ Support	Budget
subsidiary bodies of the Convention. <i>Resolution XIV.3 paras.10, 13, 15; XIV.5 paras.10, 12, 13</i>	Review of the decision-making procedures during exceptional circumstances completed (XIV.3)	Conduct a review of the decision-making procedures during pandemic	Review decision-making procedures during pandemic and propose suggestions for enhancing decision making during exceptional circumstances	Review decision-making procedures during pandemic and propose suggestions for enhancing decision making during exceptional circumstances		
	Proposed approaches for intersessional collaboration presented to Parties (XIV.3)	Carry out the work mandated in Resolution XIV.3	Carry out the work mandated in Resolution XIV.3 and Decision SC62-18	Carry out the work mandated in Resolution XIV.3 and Decisions SC62-18 and SC63-16		
	Draft of consolidated Resolutions prepared (XIV.5)	Prepare submission to SC62 proposing Resolutions to be consolidated	Complete the four consolidations requested in Decision SC62-25	Consolidated resolutions are submitted to the COP for consideration		
	Website includes: (a) a list of all Resolutions distinguishing those that are current from those that are expired or defunct; and (b) other COP decisions that are designed to be short-term in their effect (XIV.5)	List of current and expired Resolutions published on Convention website.	Activity completed in 2023	Update list of current and expired Resolutions following COP15		

Function: 2. ADMINISTRATION, HUMAN AND FINANCIAL RESOURCES	Purpose: Secretariat ensures the effective and accountable management of resources, in alignment with IUCN policies and procedures.
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Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
2.1 Ensured management of Secretariat human resources in line with IUCN policies and standards including: support organizational structure and recruiting; provide HR advice; support performance management; support staff duty; ensure staff engagement.	Compliance with IUCN HR policy and standards Ongoing delivery of HR services	Timely and effective management of human resources	Timely and effective management of human resources	Timely and effective management of human resources	HRO	Core
		Implementation of IUCN new Global compensation policy	Finalise salary reviews as part of the new compensation policy, taking into account budgetary constraint	Initiate new salary review process following budget approval at COP15	HRO	Core
		Adaptation of IUCN new Recognition Programme to the Secretariat’s budget and structure (policy and operational processes)	Roll out of new Recognition Programme adapted to the Secretariat’s budget and structure (policy and operational processes)	Full implementation of the Recognition Programme		
	Developed Secretariat human resources	Performance Development Programme training	Provide Performance Development Programme training	Provide Performance Development Programme training	HRO	Core
		Capacity development of staff	Design and roll out of the Staff Capacity Development Plan	Implement Staff Capacity Development Plan		
		Improved induction and on-boarding procedures developed for all new staff	New induction and on-boarding procedures for all new staff implemented	New induction and on-boarding procedures for all new staff implemented		
2.2 Effective and efficient financial and procurement	Compliance with IUCN financial standards	Timely and effective management of core and non-core budget	Timely and effective management of core and non-core budget	Timely and effective management of core and non-core budget	FM	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
management of Secretariat, in line with IUCN policies and standards, including: management of financial resources including preparation and monitoring of annual budgets, audit, annual contributions, non-core funds management and reporting, travel and contract management, management of service arrangements with IUCN. <i>Resolution XIV.1 paras.15, 18, 24, 25, 33; XIV.6 para.59;</i>	Continue cooperation efforts with IUCN (XIV.6 para.59)	Annual Liaison Group review of cooperation and implement activities agreed jointly with IUCN	Hold the annual Liaison Group to review cooperation and implementation activities with IUCN	Hold the annual Liaison Group meeting with IUCN to update on the programmatic collaboration and review of services provided under the hosting agreement	SG	Core
	Audited accounts and appropriate follow-up to management letter, if required Triennium budget approved by COP15 Secretariat achieved balanced budget by the end of 2023-2025 triennium as indicated in Res. XIV.1 para.15	Prepare financial documents for SC62	Prepare financial documents for SC63	Prepare financial documents for SC64, SC65 and COP15	FM	Core
	Response to specific Standing Committee and COP requests	Further assess, and if applicable implement the self-assessment methodology for, the only remaining recommendations of the review of non-core funds done in 2018	Activity completed in 2023	Activity completed in 2023	FM	Core
	Disburse African Voluntary Contributions (AVC) to Ramsar Regional Initiatives in accordance with Res. XIV.1 para.24	Consult with regional representatives for Africa	Present the recommendation of the African Regional Representatives to SC63	Present the recommendation of the African Regional Representatives to SC64 and SC65 (if any)	FM / SA Africa	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
	Secretariat has taken requested actions regarding CPs with outstanding contributions	Follow-up on outstanding contributions from CPs in accordance with Res. XIV.1 para.18	Follow-up on outstanding contributions from CPs in accordance with Res. XIV.1 para.18	Follow-up on outstanding contributions from CPs in accordance with Res. XIV.1 para.18	FM	Core
	Reserve Fund maintained in accordance with Res. XIV.1 para.33	Maintain the Reserve Fund	Maintain the Reserve Fund	Maintain the Reserve Fund	FM	Core
2.3 Maintained Information Management systems and new technology that enable the work of the Secretariat in support of the CPs. <i>Resolution XVI.1 para.35; XIV.3 para.12; XIV.5 paras.4, 5</i>	Technology solutions increase the effectiveness and efficiency of the Secretariat and its support to CPs	Upgrade Convention Website platform to the latest version, including re-design of public and administrative interface	Refine and enhance usability of website making use of new functions and tools available after upgrade	Add functionality to the existing website as required	ITO	Core
		Add functionality to the existing CRM (contacts management) platform as required	Add functionality to the existing CRM as required	Add functionality to the existing CRM as required		
		Use new technology solutions that enable the Secretariat to effectively and efficiently support CPs (XIII.4, XIV.3)	Upgrade back-end system of Ramsar Sites Information Service (RSIS) platform to latest version.	Ensure smooth transition to upgraded RSIS back end		
		Give input and support redevelopment by UNEP-WCMC of Online Reporting System (ORS)	Give input and support for the redevelopment of the underlying system of the ORS maintained by WCMC, to use for future national reports as of COP16	Test and onboard the new version of the ORS developed by WCMC, ensure it fits requirements for COP16 national report		

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
	Transparency and accountability action regarding Secretariat operations (XIV.1 para.35)	Upload financial statements and the report of the SG to Standing Committee	Publish the financial statements and the report of the SG to SC	Publish the financial statements and the report of the SG to SC	DSG	Core
2.4 Developed and maintained processes and systems that are fit for purpose and support the work of the Secretariat and CPs. <i>Resolution XIII.2 and SC54 Report.</i>	Secretariat processes and systems respond to COP-mandated requirements for transparency and accountability (XIV.1 para.35)	Secretariat systems and processes are reviewed against the requirements of XIV.1 para.35	Secretariat systems and processes are reviewed against the requirements of XIV.1 para.35	Secretariat systems and processes are reviewed against the requirements of XIV.1 para.35	DSG	Core
	Development and implementation of standard operating procedures (SOPs)	Additional development of SOPs to standardize, and enhance efficiency of the Secretariat's work, knowledge management, and engagement with CPs, while reinforcing institutional memory	Additional development of SOPs to standardize, and enhance efficiency of the Secretariat's work, knowledge management, and engagement with CPs, while reinforcing institutional memory	Additional development of SOPs to standardize, and enhance efficiency of the Secretariat's work, knowledge management, and engagement with CPs, while reinforcing institutional memory	DSG	Core

Function: 3. IMPLEMENTATION SUPPORT	Purpose: Secretariat supports the CPs, directly and as an enabler through and with others, to implement the Convention in line with the instructions provided by the COP.
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Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
3.1 List of Wetlands of International Importance: CPs are supported in the designation and update of information on Ramsar Sites and in addressing changes in the ecological character of Sites. Maintain the List of Wetlands of International Importance and keep CPs informed of its status and any changes. <i>Convention, Article 8.</i>	Reports submitted to COP15 and SC (Note: see Decision SC62-54 amending the reporting schedule)	Maintain the RSIS and update information on Ramsar Sites	Maintain the RSIS and update information on Ramsar Sites	Maintain the RSIS and support CPs to update information on Ramsar Sites.	DSP	Core
		Identify measures that can be taken by the Secretariat to support higher rates of updating by CPs	Prepare report to SC63 on the challenges and opportunities related to the submission and updating of RIS (in accordance with Decision SC62-53)	Prepare report on the status of the list of Wetlands of International Importance and a draft resolution for consideration by SC64, and an updated status report to COP15 Follow-up on SC64 decisions arising from the report of the WG on RIS Updating	SA Africa	
		Delivery of webinars and provision of direct support to CPs as required	Provision of virtual training and direct support to CPs as required	Provision of virtual training and direct support to CPs as required		
	CPs with Ramsar Sites for which they have not submitted an RIS or a map have been contacted ahead of SC62 (XIV.13 para.14)	Identify Ramsar Sites and CPs without an RIS or a map Contact relevant CPs before SC62 requesting them to submit missing information	Support to CPs on request for updating/creating digital boundary files for Ramsar Sites in line with Decision SC62-47	Continue support to CPs on request for updating/creating digital boundary files and report progress to Standing Committee and COP	ITO	NC

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
<i>Resolution XIV.13 paras.14, 17, 20, 21</i>	RAMs conducted as requested by CPs	Assist CPs in their actions to respond to change or likely change in the ecological character of a Ramsar Site through following RAM operational guidance	Assist CPs in their actions to respond to change or likely change in the ecological character of a Ramsar Site through following RAM operational guidance	Assist CPs in their actions to respond to change or likely change in the ecological character of a Ramsar Site through following RAM operational guidance.	SA Africa	Core / NC
	Strategic Framework updated	Update the Strategic Framework -2012 Revision, (adopted as Resolution XI.8, Annex 2, Rev. COP13) for wetland designation to include guidance on use of waterbird population estimates (XIV.18 para.12)	Activity completed in 2023	Activity completed in 2023	DSP	Core
	Technical support to Parties to address the threats to Ramsar Sites have been provided (XIV.13)	Advise and provide technical support to CPs on Article 3.2 cases and Montreux Record. Prioritize Article 3.2 Sites based on intensity of threat and longer-standing cases	Provide procedural and technical support to CPs on request on Article 3.2 cases and Montreux Record and in line with XIV.13	Provide procedural and technical support to CPs upon request on Article 3.2 cases and Montreux Record and in line with XIV.13	SA Africa	Core
	Technical report presented to SC	Prepare a technical report on the procedure undertaken by the Secretariat to include a site on the Ramsar List	Prepare Standing Committee document on strengthening the process to include a Site on the List of Wetlands of International Importance (Decision SC62-55)	Follow-up on Standing Committee Decisions on strengthening the process to include a Site on the List of Wetlands of International Importance	SA Africa	Core
3.2 Technical advice provided in an effective, efficient, and coordinated way,	CPs (NFPs/AAs and National Committees where applicable) have established national wetland inventories	Develop a programmatic approach to establishing a wetland inventory support facility, building on findings	Further develop the Secretariat's NWI support programme, in line with Decision SC62-34 and the	Further develop the Secretariat's NWI support programme, including the finalization of three guidance documents, the organization	SA Europe	Core / NC

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
<p>aligned with the priorities established by the COP, in order to support CPs to implement the Convention.</p> <p><i>Resolution XIV.10 paras.18, 22; XIV.11 paras.26, 27; XIV.12 para.22</i></p>	in line with Target 8 of the Strategic Plan	of the post-COP13 gap analysis findings	steps proposed in paragraph 15 of document SC62 Doc.9.	of Module 1 training courses in French and Spanish, the organization of Module 2 training course in English, and the publication of online training materials		
	Wetland City Accreditation process supported, and new nominations submitted to and accepted by COP15	Support the Independent Advisory Committee (IAC) to prepare relevant Wetland City Accreditation documentation and support the nomination process (XIV.10)	Receive, validate, compile and transmit candidate city applications to IAC	Facilitate the presentation of cities recommended by the IAC for accreditation to SC64 for approval, and plan awards ceremony in cooperation with COP15 Host Country	SA Africa	Core
	Provide administrative services for the Wetland City Accreditation scheme (XIV.10 para.18)	Draft and publish a call for application for new and renewed accreditation	Activity completed in 2023	Draft and publish a call for application for new and renewed accreditation	SA Africa	Core
	Wetland projects managed by the Secretariat have substantially supported CPs and their implementation activities.	Grant management (Danone, Nagao Wetland Fund, Swiss Grant for Africa, Wetlands for the Future)	Management of grant programmes (Danone, Nagao Wetland Fund, Swiss Grant for Africa, Wetlands for the Future)	Management of grant programmes (Danone, Nagao Wetland Fund, Swiss Grant for Africa, Wetlands for the Future)	SAs / RMO	NC
	Progress of development and implementation of wetland education programmes reported to COP15 (XIV.11 para.26)	Convene working group of CEPA experts to support analysis of progress in development and implementation of wetland education programmes	Convene working group of CEPA experts to support analysis of progress in development and implementation of wetland education programmes	Report on progress in the development and implementation of wetland education programmes through the Global Implementation Report to COP15	SA Africa	Core / NC

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
	The Convention's goal of integrating wetland education in formal education addressed in synergy with UNESCO in the context of UNESCO's ESD for 2030 Roadmap (XIV.11 para.27)	Liaison with UNESCO on integrating wetland education in formal education (through UNESCO's activities towards implementation of the ESD for 2030 Roadmap and potential joint activities)	Continue liaison with UNESCO on integrating wetland education in formal education (through UNESCO's activities towards implementation of the ESD for 2030 Roadmap)	Continue liaison with UNESCO on integrating wetland education in formal education (through UNESCO's activities towards implementation of the ESD for 2030 Roadmap)	SA Africa	Core
	Information on progress of youth participation is reported to COP through the Global Implementation Plan (XIV.12 para.22)	New National Report template includes questions on progress of youth participation	Activity completed in 2023	Report on the progress of youth participation through the Global Implementation Report to COP15	SA Asia	Core
3.3 International Cooperation: Secretariat has supported CPs in implementing RRIs, regional projects and programmes and the management of transboundary sites; open call for proposals for new RRIs made prior to COP15.	Standing Committee annually informed on status of RRIs (XIV.7 para.14) and provide reminder for non-submission (para.15)	Secretariat report on RRI including annual report submission presented to SC62	Secretariat report on RRI including annual report submission presented to SC63	Secretariat report on RRI including annual report submission presented to SC65	SA Asia	Core
	Opportunities for new RRIs identified and reported to COP15 (XIV.7 para.9)	Discuss with IOPs where new RRI opportunities exists	Discuss with IOPs on how to support new and existing RRIs	Discuss with IOPs on how to support new and existing RRIs		
	Information on RRIs including annual reports published on the Convention website (XIV.7 para.26)	Publish annual reports on the Convention website	Publish annual reports on the Convention website	Publish annual reports on the Convention website		
	RRIs supported in the development and	Support fundraising for RRIs	Support fundraising for RRIs	Support fundraising for RRIs	RMO	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
<i>Resolution XIV.1 para.26; XIV.7 paras.9, 14, 15, 24, 26, 27</i>	implementation of their work plans	RRI activities' alignment with Strategic Plan is assessed	Assessed RRI activities' alignment with Strategic Plan	Assessed RRI activities' alignment with Strategic Plan		
	RRIs supported on capacity development and alignment of RRI work with the Convention	Advice provided on capacity development	Advice provided on capacity development	Advice provided on capacity development, collaborations between Secretariat and RRIs on major international events and CEPA activities	SAs	Core
		Disburse the annual core fund allocated as approved by the Standing Committee	Disburse the annual core fund allocated as approved by the Standing Committee	Disburse the annual core fund allocated as approved by the Standing Committee	FM	Core
	Learning and collaboration among RRIs promoted	Convene RRI annual planning meeting Exchange of knowledge on training programme for wetland managers by RRIs	Convene RRI annual planning meeting	Convene RRI annual planning meeting Convene a special session on RRI collaboration during COP15	SA Asia	Core
	Call for new RRI proposals made prior to COP15 (XIV.7 para.27)	Call for new RRI proposals made before SC62	Evaluate new proposals of RRIs	Activity completed in 2024	SA Asia	Core
3.4 Secretariat has effectively contributed to strengthen the capacity of CPs in their implementation of the Convention. Priority given to least-developed countries and	Capacities of designated focal points increased through training (XIII.8 para.18)	Develop a rolling capacity-building plan addressing needs identified in COP14 (and other COP) Resolutions for the triennium (for example, in relation to wetland inventories, restoration, mainstreaming of wetlands), including identification of resource requirements	Redevelop the Capacity building section of the Convention's website, trainings on national inventories, RIS compiling and National Reports Continued development of a rolling capacity-building plan addressing needs identified in COP14 (and other COP) Resolutions for the triennium	Implementation and continued updating of rolling capacity-building plan addressing needs identified and updating the plan with COP15 Resolutions Continuous implementation of the National Wetland Inventories training programme	DSP	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/ Support	Budget
opportunities for south-south learning.		Update introductory course on the Convention and develop self-paced virtual training for CP designated representatives	Develop guidance and induction material for current and newly designated Focal Points	Activity completed in 2024		

Function: 4. SCIENTIFIC AND TECHNICAL SERVICE	Purpose: Secretariat supports the CPs in getting scientific and technical guidance from STRP and other scientific bodies.
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Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
4.1: STRP supported by the Secretariat to deliver its triennium work plan by: - Facilitating convening of the STRP - Facilitating preparation and production of outputs in work plan; and - Ensuring STRP products are policy-relevant and adapted and communicated to specific target audiences. <i>Resolution XIV.14 para.15</i>	STRP work plan 2023- 2025 adopted and implemented (XIV.14 para.15)	Facilitate organization of STRP work	Facilitate organization of STRP work	Facilitate organization of STRP work	DSP	Core
		Support STRP in development of the STRP work plan 2023-2025 in the lead-up to and at STRP25, incorporating requests across COP14 Resolutions, and support STRP Chair, Vice-Chair and task leads in conceptualizing outputs and products	Support the STRP Chair, Vice-Chair and TWA leads with implementation of the STRP workplan	Support the STRP Chair, Vice-Chair and TWA leads with implementation of the STRP workplan	DSP	Core
		Facilitate and promote observer and STRP NFP contributions to the work of the Panel	Facilitate and promote IOP, observer and STRP NFP contributions to the work of the Panel	Facilitate and promote IOP, observer and STRP NFP contributions to the work of the Panel		
		Manage production of STRP outputs	Manage production of STRP outputs	Manage production of STRP outputs	DSP	Core / NC

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
4.2: Secretariat has contributed to ensuring that wetlands and the Convention are addressed in relevant scientific processes and the Convention contributes to other scientific processes (CSAB, IPBES, IPCC, technical bodies of other MEAs).	Liaison and, where relevant, collaboration established with other science-to-policy bodies (e.g. IPCC, IPBES, subsidiary bodies and working groups of other MEAs)	Continued exchange of information with IPCC on the STRP work plan and development of the IPCC 7th cycle work programme	Continued exchange of information with IPCC and IPBES on the STRP work plan and development of the IPCC 7th cycle work programme as well as the IPBES rolling workplan	Continued exchange of information with IPCC and IPBES on the STRP work plan and supporting the IPCC 7th cycle work programme as well as the IPBES rolling workplan	DSP	Core / SAR
		Supporting STRP Chair in relation to the IPBES multi-disciplinary expert panel	Supporting STRP Chair in relation to the IPBES multi-disciplinary expert panel (MEP)	Supporting the STRP Chair in relation to the IPBES multi-disciplinary expert panel (MEP)		
		Explore STRP Panel members' nomination to or support for activities under IPCC, IPBES and relevant MEAs	Based on recommendations from the STRP, nominate wetland experts for relevant assessments and other activities under IPCC, IPBES and other MEAs	Based on recommendations from the STRP, nominate wetland experts for relevant assessments and other activities under IPCC, IPBES and other MEAs		
	Wetlands and the Convention are addressed in relevant scientific processes and collaboration promoted	Engagement with CBD SBSTTA and SBI; UNFCCC SBSTA; UNCCD SPI; AEWA TC etc.	Engagement with CBD SBSTTA and SBI; UNFCCC SBSTA; UNCCD SPI; AEWA TC etc.	Engagement with CBD SBSTTA and SBI; UNFCCC SBSTA; UNCCD SPI; AEWA TC etc.	DSP	Core
4.3: Roll-out and utilization of technical guidance of the Convention. <i>Resolution XIV.15 para.20; XIV.14; XIV.18 para.16</i>	Guidance has been published and shared with CPs and partners.	Finalize STRP products and disseminate widely including through launch activities Collaborate with relevant partners on development and implementation of training on use of finalized STRP outputs, in the context of the Secretariat capacity building plan	Finalize STRP products and disseminate widely including through launch activities Collaborate with relevant partners on development and implementation of training on use of finalized STRP outputs, in the context of the Secretariat capacity building plan	Finalize STRP products and disseminate widely including through launch activities Collaborate with relevant partners on development and implementation of training on use of finalized STRP outputs, in the context of the Secretariat capacity building plan	DSP	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
4.4 Assessment, analysis and advice provided in line with request from COP and Standing Committee	Progress on wetland restoration assessed and reported to COP15 (XIV.6 para.35)	Develop approach for assessing progress on wetland restoration, including possible partnerships (may include e.g. UNEP, FAO, relevant task forces of the UN Decade on Restoration, UNCCD G20 Land Degradation Initiative and/or IOPs)	Conduct assessment on progress of wetland restoration, in collaboration with UN Decade on Ecosystem Restoration partners, Freshwater Challenge and other relevant partners	Prepare report on progress on wetland restoration to COP15, in collaboration with UN Decade on Ecosystem Restoration partners, G20 Global Land Initiative, Society of Ecosystem Restoration, United Nations Environment Programme, Freshwater Challenge and other relevant partners	DSP	Core / NC
	Exemplary policies and cases related to small wetlands conservation compiled and promotional material or a handbook developed (XIV.15 para.20)	Develop activity plan and identify resource requirements	Identify resource requirements	Deliver STRP output on small wetlands	DSP	SAR
	Report to COP15 on assessments of Ramsar Sites in Ukraine including mitigation and restoration measures (XIV.20 para.18)	Identify and liaise with relevant international and national organizations to plan and coordinate assessment	Conduct assessment requested in XIV.20 para.18 Participate in Inter-Agency Coordination Group for Environmental Assessments in Ukraine and liaise with relevant partners including UNEP and OSCE.	Finalize Assessment report of environmental damage on Ramsar Sites in Ukraine, in consultation with the Advisory Board members and prepare report to COP15	SA Europe	NC

Function: 5. REPRESENTATION, POLICY, ENGAGEMENT, AND INTERNATIONAL COOPERATION	Purpose: Secretariat reinforces the relevance and visibility of wetlands and the Convention, ensuring its inclusion in relevant policy processes and with key audiences.
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Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget	
5.1 Parties are supported in engagement with global, regional, and national processes ensuring the relevance of wetlands, and the Convention is included in global policy framework (Agenda 2030 and SDGs, HLPF, NDCs, GBF and NBSAP). <i>Resolution XIV.6 paras.24, 52; XIV.17 para.9</i>	Support to CPs to ensure that relevance of wetlands and the Convention are included in national SDG strategies, NDCs and NBSAPs Report to COP15 (XIV.6 para.52)	Develop further international partnerships to support CPs in the integration of wetlands in national climate policies, including continued collaboration with FAO as well as IOPs Continued engagement in relevant international partnerships such as IPBC, GPI and ICRI	Develop products to support CPs in the integration of wetlands in national SDG strategies, NBSAPs, NDCs and other national climate policies and plans, including through continued collaboration with UN Agencies as well as IOPs	Develop products to support CPs in the integration of wetlands in national SDG strategies, NBSAPs, NDCs and other national climate policies and plans, working with the STRP as well as in collaboration with UN Agencies and IOPs	DSP	Core / NC	
	Secretariat promotes and supports CPs in inclusion of wetland issues in the 2030 Sustainable Development Agenda	Raise awareness of the links between wetlands and the SDGs	Raise awareness of the links between wetlands and the SDGs	Raise awareness of the links between wetlands and the SDGs	Raise awareness of the links between wetlands and the SDGs	DSP	Core
	Facilitate the establishment of a community of practice on addressing climate change (XIV.17 para.9)	Convene consortium and establish process, including MedWet, other RRI and CPs	Convene partners and establish process, including MedWet, other RRI and CPs	Support MedWet's facilitation of the newly created Community of Practice for the Euro-Mediterranean region Support the expansion of activities by Medwet in	SA Europe	Core / NC	

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
				liaison with IOPs, CPs and other RRIIs		
		Identify resource requirements	Identify resource requirements and support resource mobilization	Support resource mobilization		
<p>5.2 Effective cooperation with Intergovernmental, International and Regional Organizations and Multilateral Environmental Agreements is promoted and improved.</p> <p><i>Resolution XIV.6 paras.21, 22, 36, 37, 38, 40, 47, 48, 51, 59;</i> <i>XIV.12 para.23;</i> <i>XIV.16 para.23;</i> <i>XIV.17 para.12</i></p>	Effective cooperation with relevant MEAs and IGOs	<p>Secretariat strengthens collaboration with relevant MEAs and IGOs, as listed in Res. XIV.6 para.37: UNEP, UNDP, FAO, WB, WHO, WMO, UNESCO, UNECE and other regional economic commissions of the UN, GEF, MEAs such as UNFCCC, UNCCD, CBD, CMS and others</p> <p>New Joint Work Plan and MOU with CBD</p> <p>Detailed activity plan for implementation of MOU with UNEP (XIV.6 para.40)</p> <p>Strengthen collaboration with UNFCCC</p>	<p>Secretariat continues to develop collaboration with relevant MEAs and IGOs, as listed in Res. XIV.6 para.37</p> <p>Finalization of 6th Joint Work Plan with CBD for presentation to SC63 and CBD SBI-4</p> <p>Detailed activity plan for implementation of MOU with UNEP (XIV.6 para.40)</p> <p>Contribute to MEA day and MEA Pavilion at UNEA-6</p> <p>Actively engage in the Bern III Conference.</p> <p>Preparation of report to SC63 (Para 21 Resolution XIV. 6)</p>	<p>Secretariat continues to develop collaboration with relevant MEAs and IGOs, as requested by COP</p> <p>Collaborate with CBD Secretariat to raise awareness of and facilitate implementation of the 6th Joint Work Plan with CBD</p> <p>Continued collaboration with UNEP in the context of the MoU (XIV.6 para.40), possible including follow-up to the Bern Process</p> <p>Actively engage in Biodiversity Liaison Group</p> <p>With STRP, report to COP15 on the opportunities for the Convention to further strengthen its contribution to the SDGs (XIV.6 para.24)</p> <p>Preparation of report to SC64 (XIV.6 para.21)</p>	DSP	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
		<p>Contribute to ongoing work by UNESCO, CMS, IUCN and other IOPs to improve ecological connectivity of the world's flyways</p> <p>Participate in CMS Working Group on Flyways</p>	<p>Contribute to ongoing work by UNESCO, CMS, IUCN and other IOPs to improve ecological connectivity of the world's flyways</p> <p>Participate in CMS Working Group on Flyways</p>	<p>Contribute to ongoing work by UNESCO, CMS, IUCN and other IOPs to improve ecological connectivity of the world's flyways</p> <p>Participate in CMS Working Group on Flyways</p>	SA Africa	Core
	Data and reporting on extent of water-related ecosystems strengthened (XIV.6 paras. 48 and 49)	Engage in and contribute to IAEG-SDGs on water-related indicators and collaborate with UNEP as co-custodian of SDG indicator 6.6.1	Engage in and contribute to IAEG-SDGs on water-related indicators and collaborate with UNEP as co-custodian of SDG indicator 6.6.1	<p>Engage in, and contribute to mainstream the importance of wetland assessments within, global policy processes and fora dedicated to water</p> <p>Support capacity building for CPs to assess wetland extent.</p> <p>Engage in and contribute to IAEG-SDGs on water-related indicators and collaborate with UNEP as co-custodian of SDG indicator 6.6.1</p>	SA Europe	Core / NC
	Enhanced coordination and cooperation activities with other entities as mandated by decisions of COP14 (e.g. XIV.12 para.23, XIV.16 para.23, XIV.17 para.12) and earlier COPs (e.g. XIII.24)	Identify opportunities to engage in line with COP-mandated requests	Identify opportunities (e.g. INC process and World Water Forum) and engage in line with COP-mandated requests	Identify opportunities (e.g. INC process and World Water Forum) and engage in line with COP-mandated requests	SG	Core
	Further strengthen collaboration with the GEF and GCF Secretariats	Continue approach of enhanced engagement with the multilateral funding	Continue approach of enhanced engagement with the multilateral funding	Create a space for GEF/GCF engagement during COP15	SA Asia	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/ Support	Budget
		agencies and supporting CPs in accessing such funding	agencies and supporting CPs in accessing such funding	Continue approach of enhanced engagement with the multilateral funding agencies and supporting CPs in accessing such funding		

Function: 6. RESOURCE MOBILIZATION	Purpose: Secretariat utilizes a whole-of-Secretariat approach to mobilize resources to 1. Generate non-core funding for activities within the Secretariat’s current non-core budget; and 2. Facilitate resource mobilization for CPs at the national and regional levels.
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Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
6.1 Funds raised to support non-core priority activities as prioritized by Res. XIII.2 Annex 3. Resolutions X.12, XIII.2 and Decision SC52-23. <i>Resolution XIV.1 paras.13, 22</i>	Secretariat’s Resource Mobilization Plan implemented in line with COP and Standing Committee decisions and guidance	Update Resource Mobilization Plan reflecting new non-core priorities of Res. XIV.1 Annex 3	Implement the 2024 non-core fundraising activities as outlined in the Resource Mobilization Work Plan	Implement the 2025 non-core fundraising activities as outlined in the Resource Mobilization Work Plan	RMO	Core
		Develop funding proposals for donors based on fundraising priorities	Develop funding proposals and concept notes for donors based on fundraising priorities and needs	Develop funding proposals and concept notes for donors based on fundraising priorities and needs	RMO	Core
		Outreach to potential funders	Outreach to potential funders based on funding needs	Outreach to potential funders based on funding needs and priorities		
		Maintain the webpage that provides an overview of non-core funding priorities	Maintain and update the webpage on resource mobilization	Maintain and update the webpage on resource mobilization		
6.2 Support CPs in their national and regional fundraising efforts.	Volume of funds raised reported by CPs	Continue to grow the funding organization database and to increase number of users	Continue to grow the funding organization database and increase the number of users	Continue to grow the funding organization database and increase the number of users	RMO	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/ Support	Budget
		<p>Continue to update grant guidance documents for funding proposals</p> <p>Communicate to CPs the resources and tools available</p>	<p>Continue to update grant guidance documents for funding proposals</p> <p>Communicate to CPs the resources and tools available including calls for grant proposals</p>	<p>Continue to update grant guidance documents for funding proposals</p> <p>Communicate to CPs the resources and tools available including calls for grant proposals</p>		
		<p>Identify and compile relevant resources to support CP capacity building in fundraising, e.g. webinars</p> <p>Explore means to increase awareness and utilization of tools and resources by CPs</p>	<p>Identify, compile, and deliver relevant resources to support CP capacity building for fundraising, e.g. webinars</p> <p>Implement activities to increase awareness and utilization of tools and resources by CPs</p>	<p>Identify, compile, and deliver relevant resources to support CP capacity building for fundraising, e.g. webinars</p> <p>Implement activities to increase awareness and utilization of tools and resources by CPs</p>	RMO	Core

Function: 7. OUTREACH and STRATEGIC ENGAGEMENT	Purpose: Secretariat is a catalyst to raise visibility for conservation and wise use of wetlands and the work of the Secretariat and CPs.
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Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
7.1 Through strategic partnerships / engagement, and platforms such as WWD, increased visibility through leveraging the actions of others for the wise use of wetlands. <i>Resolution XIV.9 para.12</i>	WWD campaign implemented in 2023-2025	World Wetlands Day 2023 implementation and WWD2024 planning	World Wetlands Day 2024 implementation and WWD 2025 planning	World Wetlands Day 2025 implementation and WWD 2026 planning	Comms	Core
		Secretariat to engage with UN Agencies on WWD and report to the UNGA	Secretariat to engage with UN Agencies on WWD and report to the UNGA	Secretariat to engage with UN Agencies on WWD and report to the UNGA		
		Propose themes for 2025, 2026 and 2027 to SC62	Propose themes for 2025, 2026 and 2027 to SC63	Not applicable in 2025		
	Ramsar Wetlands Conservation Award cycle in run-up to COP15 delivered in line with mandate of Resolution XIV.9 para.12	Seek funding for COP15 Awards cycle	Seek additional funding for the COP15 Awards cycle Secure guidance from SC63 on Award categories and nomination process for COP15 Awards. Initiate the call for nominations	Seek additional funding for the COP15 Awards cycle Facilitate selection of Award winners by SC64	RMO	NC
	Communications activities with IOPs implemented in accordance with MOU and Res. VII.3	Renew MOU with IOPs building on ongoing initiatives and identifying further bilateral or joint opportunities	Quarterly IOP liaison group meetings Development of a joint IOP work plan	Collaboration with IOPs in the context of the renewed MoC signed in 2024 Quarterly liaison group meetings with IOPs	DSP	Core
	Visibility of the Convention and urban wetlands achieved through leveraging the	Encourage IOPs and other partners to profile the work of the Convention and the Wetland City Accreditation	Continue in 2024	Continue in 2025	SA Africa	Core

Triennial Result	TP 2025 Indicator	AP 2023 Activities	AP 2024 Activities	AP 2025 Activities	Lead/Support	Budget
	Wetland City Accreditation scheme	Scheme. Liaise with ICLEI to promote the scheme through the CitiesWithNature platform				
7.2 Through targeted outreach, raised the visibility of the Convention at the national, subnational, regional and international levels. <i>Resolution XIV.3 para.11; XIV.8</i>	Increased use and access to materials and information on the Convention, its Strategic Plan and priorities at national, subnational, regional and international levels	Implement the communications plan. Continue to identify opportunities to optimize accessibility and utilization of Convention digital content	Implement the communications plan Continue to identify opportunities to optimize accessibility and utilization of Convention digital content	Implement the communications plan Continue to identify opportunities to optimize accessibility and utilization of Convention digital content	Comms	Core
	Strategic engagement opportunities to raise the visibility of the Convention at relevant meetings, events and processes secured	Secure high-profile speaking and presentation opportunities for the SG and Secretariat staff with targeted audiences	Secure high-profile speaking and presentation opportunities for the SG and Secretariat staff with targeted audiences	Secure high-profile speaking and presentation opportunities for the SG and Secretariat staff with targeted audiences	SG	Core
	New approach to CEPA implemented in accordance with Resolution XIV.8	Identify and share content and resources with national CEPA Focal Points that will raise visibility of the Convention	Identify and share content and resources with national CEPA Focal Points that will raise visibility of the Convention Update and develop CEPA materials as guided by the CEPA Oversight Panel	New CEPA resources disseminated to CEPA Focal Points, CPs and other stakeholders	Comms	Core
	Social media channels utilized to reach target audiences	Implement social media strategy to increase relevance and frequency of content to target audiences	Implement social media strategy to increase relevance and frequency of content to target audiences	Implement social media strategy to increase relevance and frequency of content to target audiences		