

## **Integrated Secretariat 2021 Annual Plan as part of the approved Triennial Plan for 2019-2021**

### **Action requested:**

The Standing Committee is invited to take note of and approve the Integrated Secretariat Annual Plan 2021 as part of the approved Triennial Plan for 2019-2021, which reflects the structure and format adopted in Decision SC54-10.

1. The Annual Plan for 2021 and Triennial Plan for 2019-2021 (AP/TP) in Annex 1 of the present document consolidated the efforts of the Secretariat to integrate and streamline triennial and annual work plans, as well as the CEPA Action Plan, into one framework, as approved by the Standing Committee in Decision SC53-07. It is based on the revised structure proposed by the Secretariat and approved by the Standing Committee in Decision SC54-10. Through the revised format and structure developed in 2019, it remains a clear framework to track the Secretariat's core functions and commitments, and to ensure the delivery of requests received from Contracting Parties.
2. The AP/TP is the result of a participative process that brought together all staff members of the Secretariat of the Convention on Wetlands from 09 to 23 February 2021. Given the prevailing COVID-19 pandemic restrictions, the process was designed as a remote engagement, achieving its results through six virtual sessions spread over three weeks. The sessions included five sessions with the Senior Management Team (SMT) for the review of AP 2020 and the revision of AP 2021. The resulting thinking and a draft of AP 2021 were in turn presented to the entire Secretariat staff for revision and engagement. The process fulfilled the Secretariat commitment to a formal year-end review to assess the work of AP 2020, identify any gaps in implementation and learn lessons that could help improve its work in the following year. There was a deliberate focus on the adaptations and agility that were demanded of the Secretariat by COVID-19 pandemic challenges throughout 2020, and the need to define scenarios that deal with the uncertainties that remain in 2021.
3. The review process underlined that 2020 was a very successful year for the Secretariat in its implementation of AP 2020, despite the COVID-19-related challenges. Some activities could not be carried out as planned due to travel restrictions, especially the organization of face-to-face meetings of the Standing Committee and Scientific and Technical Review Panel (STRP), Ramsar Advisory Missions (RAMs) and the provision of support to Parties that required travel. The Secretariat adapted its way of working, quickly adopted new technology solutions that enabled a scaling up of communication and engagement, capacity building efforts and in supporting Parties' processes with virtual decision-making tools, including a virtual intersessional meeting of the Standing Committee in June 2020. The restricted working conditions, including the suspension of travel, highlighted and reinforced the investments made in a coordinated whole-

of-Secretariat approach, in continued streamlining of business processes and standard operating procedures (SOPs), in using technological solutions and in focusing resources on the delivery of those tasks mandated by Contracting Parties. Opportunities for outreach substantially increased, including in terms of participation of Parties in capacity-building activities, engagement of the broader public in communication campaigns and events, and contributions to advance synergies and contributions between relevant multilateral environmental agreements (MEAs) and the 2030 Agenda for Sustainable Development ([Resolution XIII.7](#)). The Secretariat thus achieved most of its planned activities, including through innovative means.

4. In valuing its achievements, there was recognition of the costs of the new ways of working imposed by COVID-19 restrictions. Similar to the realities faced by Contracting Parties, Secretariat staff found that working in a virtual environment is more time-intensive than working face-to-face. In line with guidance from the Swiss authorities, the Secretariat staff worked from home most of the year and the team has done its best to adapt and respond to this challenge. In the absence of opportunities for physical meetings, there is however a feeling of lost personal contact, among staff and with Parties and working groups. There is also a high level of uncertainty as the COVID-19 constraints are extending into 2021.
5. In light of the above, the annual workplan presents the activities of the Secretariat under the decisions taken by the governing bodies by the date this document is issued, including planned meetings of the Standing Committee and the Conference of the Contracting Parties in 2021. The Secretariat has considered different scenarios and will continue to adapt if the constraints of the pandemic are not eased. While many of the changes could contribute to increased efficiencies in the future (for example, the use of webinars for increased engagement and capacity building) open questions remain about activities that demand Secretariat staff travel, such as RAMs. The Secretariat has also recognized that given the higher level of effort required in this remote work context and the challenges mentioned above, it will have to continue to prioritize and target the activities included in the workplan to use its limited resources in the most efficient way. It will also pay particular attention to staff wellbeing.

## Annex 1

### Secretariat Annual Plan for 2020 and Triennial Plan for 2019-2021

\* S1 = Scenario 1; S2 = Scenario 2; 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; HR BP = Human Resources Business Partner; SMT = Senior Management Team. Only leads are mentioned but all staff will contribute to specific outputs. NC = Non-Core; SAR = Subject to available resources

<b>Function:</b>  <b>1. GOVERNING AND SUBSIDIARY BODY AND MEETING SERVICES</b>	<b>Purpose:</b>  Secretariat ensures the efficient and effective provision of decision-making and accountability processes to support Contracting Parties (CPs).
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Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
<p><b>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, SC, STRP, pre-COPs, Working Groups).</b></p> <p>Convention <a href="#">Article 8 a.</a>; Rules of Procedure, especially Rules 26 and 27; and</p>	<p>Delivery of meetings in accordance with requirements and timely outputs:</p> <ul style="list-style-type: none"> <li>• SC57- 61</li> <li>• STRP 22- 24</li> <li>• COP14</li> <li>• WGs as requested</li> </ul> <p>Governing and subsidiary bodies established, and support provided for their operation.</p>	<p>Organize and facilitate:</p> <ul style="list-style-type: none"> <li>• STRP 22</li> <li>• SC57</li> <li>• Executive Team</li> <li>• Working Groups including: Management, Strategic Plan, Observer Status, Effectiveness, Regional Initiatives, CEPA Oversight Panel, Subgroup on Finance, Subgroup on COP14.</li> </ul>	<p>Organize and facilitate:</p> <ul style="list-style-type: none"> <li>• STRP 23</li> <li>• SC58</li> <li>• Executive Team</li> <li>• Working Groups including: Management, Strategic Plan, Observer Status, Effectiveness, Regional Initiatives, CEPA Oversight Panel, Subgroup on Finance, Subgroup on COP14.</li> </ul>	<p>Organize and facilitate:</p> <ul style="list-style-type: none"> <li>• STRP 24 (virtually)</li> <li>• SC59</li> <li>• COP14</li> <li>• Executive Team</li> <li>• Working Groups including: Management, Strategic Plan, Observer Status, Effectiveness, Regional Initiatives, CEPA Oversight Panel, Subgroup on Finance, Subgroup on COP14.</li> </ul> <p>Continue to apply new knowledge and</p>	<p>Delivery of meetings in accordance with specific requirements and timely outputs and Secretariat support.</p> <p>Satisfaction surveys and participant feedback incorporated into future meetings.</p>	DSG/SRA America	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
Resolutions <a href="#">XIII.4</a> , <a href="#">XII.5</a> , <a href="#">XIII.5</a> , <a href="#">XIII.8</a> , <a href="#">XIII.9</a> , <a href="#">XIII.18</a> .				solutions to holding meetings and/or decision-making virtually, as dictated by evolving Covid restrictions.			
		Analyse implications of joined meetings of SC and STRP (Resolution <a href="#">XIII.8</a> ).	Organize special session for SC58 with participation of STRP on inventories (Decisions SC57-25, SC57-54).	S1: Provide update on Inventories to SC59 (Decisions SC57-25, SC57-54).  S2: Could engage SC virtually if SC59 June dates are transformed into information sessions.	Session organized, adapted to opportunities and SC59 planning.	DSP/SRA America	Core
		Conduct a preparatory briefing to incoming members of SC ( <a href="#">XIII.4</a> ).	No action until 2021.	No action until 2022.		SRA America	Core
		Establish STRP membership ( <a href="#">XII.5</a> ).	Completed.	Ensure STRP support for development of draft resolutions and post-COP14 follow-up.	Group supported and decisions followed up.	DSP	Core
		Complete nomination process for CEPA Oversight Panel for decision by SC57 ( <a href="#">XIII.5</a> ) and support its operation.	Completed.	No action for 2021.	Group supported and decisions followed up.	DSG	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
		Support establishment of Working Group on RRI at SC57 ( <a href="#">XIII.9</a> ).	Support to group continues (see above).	Support to group continues until COP14 and submission of operational guidelines.	Group supported and operational guidelines submitted to COP14.	SRA Asia/Africa	Core
		Encourage gender parity in Convention meetings and building capacity of delegates ( <a href="#">XIII.18</a> para 16).	Continue to encourage CPs to consider gender parity for all events and to include gender balance metric in Secretariat reporting.	Continue to encourage CPs to consider gender parity for all events and to include gender balance metric in Secretariat reporting.	Gender parity encouraged in invitations to Convention meetings.	DSG	NC (secured )
			Develop guidance for CPs on mainstreaming gender and deliver capacity building to SC58 delegates on gender.	Launch of guidance on mainstreaming gender through webinar format.  Prepare a document for SC59 of proposals to consider for COP14.	Guidance developed and number of delegates that received training (webinars in 2021).  Submission of document to SC59 for decision.	SRA Asia/DSP	Core
			Report to SC58 on gender balance.	Include gender balance reporting in SG report to SC59 and COP14.	Report to SC on gender balance change from SC57 to SC59.	SRA Asia/DSP	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
<b>1.2 Support provided to CPs in tracking their implementation of the Strategic Plan through their National Reports (NRs) and in reviewing the SP. Resolutions. <a href="#">XIII.5</a>, <a href="#">XIII.13</a>, <a href="#">XIII.18</a>.</b>	CPs have submitted National Reports.  Global Implementation Report presented to COP14.	Prepare proposal for SC57 on revised format for National Reporting, taking into account decisions on peatlands and gender ( <a href="#">XIII.13</a> para 22, <a href="#">XIII.18</a> para 22).	Preparatory support for CPs on NRs for COP14.	Follow-up and support for submission of NRs for COP14.  Preparation of Global Implementation Report for COP14.	Guidance, training and webinars provided.  Increased awareness of NR tools and content.  Report to COP14.	All SRAs	Core
	Proposed revision of Strategic Plan prepared.	Support Strategic Plan Working Group in their review of the SP as per process in <a href="#">XIII.5</a> .	Interim review presented to SC58. Final revisions completed for SC59 and presentation to COP14.	Final report for SC59 and draft resolution for COP14.	Process continues in accordance with Resolution <a href="#">XIII.5</a> .	SRA Europe	Core
<b>1.3 Strengthened engagement with CPs.</b>	Increased engagement with CPs in capitals and Geneva missions.	Enhance relationships with CPs' Geneva missions.	Organize one Geneva mission briefing before SC58.	Organise virtual global briefing(s) before SC59 and/or for the 50th Anniversary.	Organization of Geneva briefing.	SG/DSG	Core
			Develop and implement a plan to enhance contacts and reach with Geneva-based missions.	Develop and implement a plan to enhance contacts and reach with Geneva-based missions.	Number of meetings with Geneva-based missions.	SRAs	Core
		Enhance relationships with AA/NFPs in capitals.	Secretariat maintains relationships with AA/NFPs in capitals.	Secretariat maintains relationships with AA/NFPs in capitals, adapting to virtual engagement.	Meetings with AA/NFPs in capitals (included as part of Ramsar country or regional visits, or virtually).	SMT	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
<b>1.4 Support the efficiency of operational processes of governing and subsidiary bodies of the Convention.</b>  Resolutions <a href="#">XIII.3</a> , <a href="#">XIII.4</a> , <a href="#">XIII.9</a> and <a href="#">SC55-12</a> .	Proposal for review of all previous Resolutions and decisions (validity, applicability, consistency, contradictions, etc.) developed with recommendations to SC57 and SC58, and process supported.	Prepare a proposal for SC57 on the review of all previous Resolutions and decisions and follow-up on their decision ( <a href="#">XIII.4</a> ).  Review RRI Resolutions and decisions for consideration of RRI WG and presentation at SC58 ( <a href="#">XIII.9</a> para 30).	Process continues as tasked by SC57-19, SC58 and <a href="#">XIII.4</a> .  Update the RRI legal analysis and support the RRI WG and report to SC58.	Revised proposal presented to SC59. Follow-up on the decisions of SC59.  Secretariat support to RRI WG in preparation of DR for SC59 and COP14.	Proposal presented to SC59 reflecting comments from SC58.  Support provided to RRI WG.	DSG  DSG/Legal Advisor	Core  Core
	Review of Rules of Procedure conducted including recommendations for SC57 and SC58.	Develop proposal to review the ROPs ( <a href="#">XIII.4</a> ) for SC57 for decision and follow-up.	Review ROPs for SC58 with inputs received from Parties.  Follow-up on SC58 decisions in terms of COP14 preparation.	Present ROPs to SC59, reflecting the inputs received from Parties.  Based on SC59 comments, draft COP14 ROPs.	Revised ROPs submitted to SC59 for further guidance.  SC59 decisions integrated into COP14 preparation.	DSG/Legal Advisor	Core  Core
	Proposal prepared with options on Observer Status to UNGA and for participation of Secretariat in relevant events in UN system.	Prepare options on Observer Status to UNGA for SC57 with interested CPs ( <a href="#">SC55-12</a> ).	Support WG on Observer Status and submission of report to SC58.  Manage consultancy for legal analysis of options.	Support WG and potential second consultancy and preparation of report for SC59 and potential DR for COP14.  Potential second consultancy for 2021 (pending approval from SC).	WG supported. Report submitted to SC59 and possibly COP14.  Second consultancy completed.	SG  SG	Core  Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
	Retirement of working groups supported.	Request reports from the Chairs of subsidiary bodies retired by the COP ( <a href="#">XIII.3</a> ) to be provided to SC57.	Completed.	Completed.		SG	Core
	New Contracting Parties to the Convention.	Encourage accession through CPs, IOPs and other partners (Res. <a href="#">VI.16</a> and <a href="#">4.5</a> ).	Continues.	Continues.	New candidates for accession supported.	SMT	Core
	Support provided to implement language strategy.	Support interested CPs to implement and resource the language strategy of Resolution <a href="#">XIII.6</a> .	Continue support to the language strategy of Resolution XIII.6.  Further translations of the Convention by Parties published on the website as documents not in the official languages of the Convention.	Continue support to the language strategy of Resolution XIII.6.  Continue to make available documents translated and provided by Parties.	Progress against language strategy.  Documents provided by CPs published in languages beyond the official languages of the Convention on the website.	DSG  DSG	NC  NC



<b>Function:</b>  <b>2. ADMINISTRATION, HUMAN AND FINANCIAL RESOURCES</b>	<b>Purpose:</b>  Secretariat ensures the effective and accountable management of resources, in alignment with IUCN policies and procedures.
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Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
<b>2.1 Ensured management of Secretariat Human Resources in line with IUCN policies and standards including: support organizational structure/recruiting; provide HR advice; support performance management; support staff duty; ensure staff engagement.</b>	Compliance with IUCN HR policy and standards. Ongoing delivery of HR services.	Timely and effective management of human resources.	Continues.	Continues.	HR matters managed in compliance with IUCN HR policies, procedures and standards.	HR/SMT	Core
		Implement IUCN compensation policy and competency framework.	Implement competency framework pending IUCN framework completion.	Competency framework waiting on IUCN.  Implement new compensation and performance management guidelines.	Ensure implementation of revised frameworks and guidance from IUCN and adapted to Ramsar Secretariat.  Guidelines implemented.	HR/SG	Core
		Explore relevance of IUCN new HR initiatives for Ramsar, and their costs.	Continues.	Continues.	Relevant new HR initiatives identified and rolled out, costs permitting.	HR/SG	Core
	Developed Secretariat human resources.	Organize and deliver training according to needs assessment of 2017.	Update the training needs assessment.	Identify needs and continue to provide training opportunities to address them. Leadership development process	Training needs assessment updated and Secretariat HR plan developed and implemented.	HR/SG	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
		Delivery of Secretariat gender training ( <a href="#">XIII.18</a> , para 17).	Completed.	for SMT continues in 2021. Further strengthen gender training through guidance and training for Parties.		HR/SRA Asia	NC
	Results of staff engagement survey.	Develop staff engagement survey in 2019.	Develop and conduct staff engagement survey.	Consider options, drawing on IUCN's ongoing development of tools and when IUCN will next deploy a staff engagement survey.  Ensure that the Secretariat draws on IUCN approach to addressing staff wellbeing linked to Covid and remote working.	Options explored, adapting to needs of Secretariat and its staff, and drawing on IUCN and its tools.  Secretariat develops means to better monitor wellbeing of Secretariat staff and support offered to staff as required.	HR/SG	Core
<b>2.2 Effective and efficient financial and procurement management of Secretariat, in line with IUCN policies and standards, including: management of financial resources</b>	Compliance with IUCN financial standards.	Timely and effective management of core and non-core budget.	Continues.	Continues.	Management of core and non-core budget in compliance with IUCN standards.	FM/SMT	Core
	Audited accounts and appropriate follow up to management letter.	Prepare financial documents for SC57.	Prepare financial documents for SC58.	Prepare financial documents for SC59.	2020 audited accounts and Secretariat report on financial management presented to SC59.	FM/SG	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
<p>including preparation and monitoring of annual budgets, audit, annual contributions, non-core funds management and reporting, travel and contract management, manage service arrangements with IUCN.</p> <p>Resolution <a href="#">XIII.2</a>, <a href="#">SC53-33</a> and SC55 Doc.8.2.</p>				<p>S1: New triennium budget presented for COP14 approval.</p> <p>S2: Organization of an extraordinary COP to approve new triennium budget and other time critical matters</p>	<p>Triennium budget approved by COP14.</p> <p>Triennium budget approved by extraordinary COP.</p>		
	Response to specific SC and COP requests.	Implement recommendations of the review of non-core funds (including internal controls) <a href="#">SC55 Doc 8.2</a> requested by <a href="#">SC53-33</a> .	Continues.	Continues.	Presented to SC59.	FM/SG	Core
		Disburse African voluntary contributions to RRI in accordance with Res. <a href="#">XIII.2</a> .	Provide to African Regional Representatives the proposals received from RRI in Africa for decision on disbursement of AVC funds in 2020.	Continues.	Disbursement of funds implemented as per decision and reports received.	FM/SRA Africa	Core
		Follow-up on outstanding contributions from CPs ( <a href="#">XIII.2</a> ).	Continues.  Submit proposal to SC58 on group approval on outstanding contributions for audit.	Completed and implemented decision of SC58.		FM/SMT	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
<b>2.3 Maintained Information Management systems and new technology that enable the work of the Secretariat in support of the CPs.</b>  Resolutions <a href="#">XIII.2</a> and <a href="#">XIII.4</a> .	Change in technology solutions increase the effectiveness, efficiency of the Secretariat and its support of CPs.	Migrate Convention website to new host.	Optimize new infrastructure and consider further enhancements.	Continue to identify and consider further enhancements.	Speed and reliability of Convention website.	DSG	Core
		Add functionality to the existing CRM (contacts management) platform as required.	Consider further enhancement of platform and functionality.	Continue to identify and consider further enhancements.	Metrics from CRM.	DSP	Core
		Use new technology solutions that enable the Secretariat to effectively and efficiently support CPs ( <a href="#">XIII.2</a> ).	Actively maintain RSIS and consider further enhancements. Enhance current and deploy new technology solutions for key functions of the Secretariat such as capacity building and provision of technical advice and dissemination of materials ( <a href="#">XIII.4</a> paras 29 and 30).	Continue to actively maintain RSIS and consider further enhancements.  Build on the technology successes of 2020 and continued adaptation to Covid restrictions and managing events and processes remotely.	RSIS is operational and enhanced as required.  Secretariat enhances processes by efficiently using new and available technologies.  Parties benefit from systems put in place, such as registration for events, newsletters or online meetings.	DSP/DSG	Core
<b>2.4 Developed and maintained processes and systems that are fit for purpose and support the work of</b>	Secretariat processes and systems respond to requirements of transparency and accountability.	Maintain transparency and accountability of administration and management of the Secretariat.	Continues.	Continues.	Timely publication of relevant documents and reports on Ramsar website ( <a href="#">XIII.2</a> ).	SG/SMT	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
<b>the Secretariat and CPs.</b> Resolution <a href="#">XIII.2</a> and <a href="#">SC54 Report</a> .	Development and implementation of standard operation procedures.	Development of SOPs to standardize, enhance efficiency of the Secretariat's work and its engagement with CPs, while reinforcing institutional memory.	Continues.	Continues.	SOPs in place for key functions of the Secretariat ( <a href="#">SC54 Report Annex 2</a> ).	DSG/SMT	Core

<b>Function:</b>  <b>3. IMPLEMENTATION SUPPORT</b>	<b>Purpose:</b>  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 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
<b>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.</b>  <b>Maintain the List of Wetlands of International Importance and keep CPs informed of its status and any changes.</b>  Ramsar Convention, <a href="#">Article 8.</a>	Reports to COP14 and SC (annually).	Maintain the RSIS and updated information on Ramsar Sites.	Continues. Consider further enhancement of internal processes for efficiency.	Maintain the RSIS and update information on Ramsar Sites.	RSIS maintained and information updated. Internal processes streamlined to increase efficiency	SRA Europe/DSG/D SP	Core
		Provide support and advice to CPs on how to designate and update information on Ramsar Sites.	Continues. Consider further enhancement of internal processes for efficiency.	Revisit the format of the training / webinars provided to Parties and ensure ongoing provision of training / webinars on needs identified by CPs (see 3.4).	Timely response to requests.  Number of trainings/webinars, number of participants.		
		Advise and support CPs on Article 3.2 cases and Montreux Record. Priority given to longer-standing Sites ( <a href="#">XIII.10</a> para 18, <a href="#">XIII.11</a> para 19).	Continues. Consider further enhancement of internal processes for efficiency.	Continues. Explore the means by which to support CPs.	All relevant cases addressed.  Enhanced processes lead to increase efficiency.		
		Develop Secretariat procedure on how to address and progress <a href="#">Art.3.2</a> reports received.	Ongoing.	Continues. Review of existing procedure will result in a revised systematized approach to open Art. 3.2 reports.	Art 3.2 procedure streamlined and translated into SOP.	DSG	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
		Organize Ramsar Advisory Missions (RAMs) upon request and fundraise as required ( <a href="#">XIII.11</a> para 17), prioritizing Sites that are facing problems similar to other Sites ( <a href="#">XIII.11</a> para 11).	Continues. Consider further enhancement of internal processes for efficiency.	For requested RAMs where travel is not possible due to Covid, preparatory work will be initiated virtually.  Explore means used by other MEAs to adapt to Covid travel restrictions and duty of care considerations for RAM participants.	S1: RAMs prepared, funds raised, RAMs and follow-up implemented.  S2: Alternative means developed to adapt RAMs to Covid travel restrictions.  RAM procedure produced internally and translated into SOP.	DSG	NC
		Prepare operational guidance for RAMs with STRP for SC57 ( <a href="#">XIII.11</a> para 15, 19 and Annex 1).	Completed.	Completed.		SRA Europe/DSP	Core
		Prepare annual report to SC57 on status of the Ramsar List.	Prepare annual report to SC58 on status of the Ramsar List.	Prepare annual report to SC59 on status of the Ramsar List.	Document submitted to SC59.	SRA Europe	Core
		Update the strategic framework for wetland designation to include guidance on peatlands ( <a href="#">XIII.12</a> para 13).	Completed.	Completed.		DSG/SG	Core
		Develop protocols for direct database-to-database transfer of data ( <a href="#">XIII.10</a> para 25).	No further activity as per SC57 intervention by STRP Chair.	Completed.		SRA Europe	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget	
<b>3.2 Technical advice provided in an effective, efficient and coordinated way, aligned with the priorities established by the COP, in order to support CPs to implement the Convention.</b>  Inventories Resolutions <a href="#">X.15</a> , <a href="#">VIII.6</a> , <a href="#">XIII.10</a> .	CPs (NFP/AAs and National Committees where applicable) have established national wetland inventories.  CPs use all wetlands wisely.	Work with CPs on the completion of national wetland inventories and on wetland extent to report on SDG Indicator 6.6.1 ( <a href="#">XIII.7</a> para 40) including inventories of Blue Carbon wetlands ( <a href="#">XIII.14</a> ) and Arctic/Sub-arctic wetlands ( <a href="#">XIII.23</a> ) and earth observation for inventories and monitoring changes and contact relevant technical partners, ( <a href="#">XIII.10</a> para 23).	Continues.  Development and launch of toolkit, training and fundraising proposal.  Report on status of extent for Indicator 6.6.1 submitted to DESA.	Continue supporting Parties.  Continue annual report to DESA on 6.6.1 and contribution to UNSG report on the SDGs.	CPs supported for the completion of wetland inventories and wetland extent measurements.  Use of toolkit, training and fundraising proposal.  Report on status of extent for indicator 6.6.1 submitted to DESA (based on COP13 NRs).	SRA Americas/DSP	Core/N C	
	CPs urged to include into their NR for COP14 progress on implementation of Global Action on Peatlands (para 22), sex-disaggregated information ( <a href="#">XIII.18</a> para 22), and on agriculture ( <a href="#">XIII.19</a> para 27).	Adjust format of NR for COP14 to be proposed to SC57.	Completed.	Completed.			SRA Americas/SMT	Core/N C
	Interested CPs surveyed and their capacity supported	Survey interested CPs and facilitate their capacity building on	Dependent upon funding. Determine how the funded STRP	Capacity building and / or outreach	Engagement with IPPC maintained and support provided.	DSP	SAR	



Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
	to address and work in partnership with existing networks for blue carbon ( <a href="#">XIII.14</a> para 13).	blue carbon ecosystems including communication and sharing of information.	consultancy on blue carbon can further support this task.  Ongoing as no timeline provided by XIII.14.	activity based on STRP results.	Report and policy brief from STRP consultancy.		
	Gender perspective mainstreamed in SP and CEPA Programme ( <a href="#">XIII.18</a> para 14).	On the basis of guidance developed by STRP, support parties to mainstream gender in SP and CEPA.	Develop guidance and organize training sessions for CPs to mainstream gender.	Launch of gender guidance and training in 2021.  Gender annex to be included in the SP review.	Guidance and capacity building developed and training implemented by Secretariat.	SRA Asia/DSP	NC
	Wetland City Accreditation process supported, and new nominations submitted to and accepted by COP14.	Prepare Wetland City Accreditation document to seek guidance for future work from SC57 ( <a href="#">XII.10</a> ).  Follow guidance provided by SC57-24 and SC57-31.	Receive, validate and transmit nominations to IAC.	Plan awards ceremony in cooperation with COP14 Host Country.	Transmission of nominations to IAC.  Support to IAC in line with guidance provided by SC57-24 and SC57-31.	DSG	Core
	Wetland projects managed by the Secretariat have substantially supported CPs and their implementation activities.	Management of projects and programmes including: Swiss Grant for Africa, Wetlands for the Future, Nagao, Cariwet and others.	Continue. Consider further enhancement of internal processes of grant management for efficiency.	Continue with same focus on further enhancement of internal processes of grant management for efficiency. There are some Covid-linked delays in	Projects being implemented and managed according to donor requirements.	SRAs	NC

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
				project implementation by some grant recipients.			
		Prepare process to phase out the Small Grants Fund programme upon exhaustion of currently available resources ( <a href="#">XIII.2</a> ) and support projects identified in SC57-51.	Continues. Receive year one reports and based upon those disburse final tranche of funding. Final report prepared for SC59.	Continues. Follow-up with grant recipients to ensure completion of projects in accordance with proposals and final reports received. There are some Covid-linked delays in project implementation by some grant recipients.  Report status to SC59.	Year one reports received.  Final funds disbursed pending adequate project progress.  Annual status reports provided to SC.	DSG/SRAs	NC
<b>3.3 International Cooperation: Secretariat has supported CPs in implementing RRI, regional projects and programmes and the management of transboundary sites; open call for proposals for new</b>	SC annually informed on RRI status.	Prepare the annual update on the status of RRI.	Prepare the annual update on the status of RRI.	Prepare the annual update on the status of RRI.	Report submitted and endorsed by SC59.	SRA Africa	Core
	RRI supported in the development and implementation of their work plans ( <a href="#">XIII.9</a> para 21).	Provide advice to RRI to enhance their capacity and effectiveness.	Provide advice to RRI to enhance their capacity and effectiveness.	Provide advice to RRI to enhance their capacity and effectiveness.	RRI operate in accordance with <a href="#">XIII.9</a> para 8.	SRAs	Core
		Support fundraising for RRI projects and manage non-core resources as directed	Support fundraising for RRI projects and manage non-core resources as directed	Support fundraising for RRI projects and manage non-core resources as directed	Support fundraising for RRI projects and manage non-core resources as	Funds raised with Secretariat assistance.	RMO/SRAs

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
<b>RRIs made prior to COP14.</b>  Resolutions <a href="#">XIII.9</a> and <a href="#">XIII.2</a> .		( <a href="#">XIII.9</a> para 17- in light of <a href="#">XIII.2</a> Annex 4).	( <a href="#">XIII.9</a> para 17- in light of <a href="#">XIII.2</a> Annex 4).	directed ( <a href="#">XIII.9</a> para 17- in light of <a href="#">XIII.2</a> Annex 4).			
		Promote awareness of the role and achievements of RRIs ( <a href="#">XIII.9</a> para 20, 22).	Address this activity through revision of the RRI reporting template for 2020 reports.	Continue to maintain and update RRI web page	Update to the RRI webpage on Convention website.	DSG/SRAs	Core
	Call for new RRI proposals made prior to COP14 ( <a href="#">XIII.9</a> para 13). Summary assessment on RRIs' operations and achievements prepared for COP14 ( <a href="#">XIII.9</a> para 28).	[Activities for 2020/21]	Open the call for proposals for new RRIs to be endorsed by SC59 ( <a href="#">XIII.9</a> , para 13).	New proposals assessed and summary presented to SC59 for endorsement.	Proposals compiled for presentation at SC59.	SRA Africa	Core
		[Activities for 2020/21]	Revise the RRI reporting template for 2020 reports on the basis of <a href="#">SC57.11</a> .	SC58 RRI reporting template to be addressed by SC59.	Template prepared for SC58.	SRA Asia	Core
<b>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 opportunities for south-south learning.</b>	Increased capacities built in CPs, with a priority on least-developed countries and support to south-south cooperation.	Develop a capacity building plan based on needs assessment and addressing priority areas as requested through COP13 Resolutions.	Develop and begin implementation of a capacity-building plan based on needs assessment and addressing priority areas as requested through COP13 Resolutions.	Continue to scale up the development and delivery of capacity-building that is in line with needs of Parties as determined through resolutions, decisions and urgent challenges.	Capacity building developed and implemented according to needs and in partnership with relevant organizations ( <a href="#">XIII.7</a> paras. 41, 42).	DSP	Core
	Capacities of national focal points increased through regional training ( <a href="#">XIII.8</a> para 18).		Explore means of delivering capacity building beyond face-to-face meetings.	Scale-up delivery of further virtual means of delivering capacity building, drawing on		DSP/SMT	SAR

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
<a href="#">Target 19 SP, XIII.8</a> para 18, <a href="#">XIII.10</a> para 23, <a href="#">XIII.14</a> para 13 and <a href="#">XIII.15</a> para 22.	Supported CPs in their capacity to implement blue carbon policies ( <a href="#">XIII.14</a> para 13).		Subject to resourcing and linked to STRP.	significant lessons and investments of 2020.  Explore active outreach of STRP high-priority outputs.		DSP/SMT	SAR

<b>Function:</b>  <b>4. SCIENTIFIC AND TECHNICAL SERVICES</b>	<b>Purpose:</b>  Secretariat supports the CPs in getting scientific and technical guidance from STRP and other scientific bodies.
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Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
<b>4.1: STRP supported by the Secretariat to deliver its triennium work plan by:</b> - Facilitating preparation and production of high priority outputs under high priority tasks in work plan; and, - Ensuring STRP products are policy relevant and adapted and communicated to specific target audiences.  Resolution <a href="#">XII.5</a> , <a href="#">XIII.8</a> .	Adoption and implementation of the STRP work plan 2019-2021.	Support STRP in the development of the STRP work plan 2019-2021 at STRP22 for SC57, including mandate in different COP13 resolutions.	Completed.	Support STRP in identifying proposed priorities for the next triennium for SC59 and COP14.	STRP makes a proposal of priorities to SC59.	DSP	Core/NC
	Delivery of STRP outputs as per its work plan 2019-2021.	Support STRP in implementation of its work plan and delivery of outputs.	Support delivery of high-priority tasks.	Support finalization and production of STRP high-priority tasks.	STRP supported in delivery of outputs.	DSP	Core/NC
	As appropriate, liaison established with IPCC to provide relevant information produced by STRP on blue carbon ( <a href="#">XIII.14</a> para 14).		Provide relevant information from STRP to IPCC.	Provide relevant information from STRP to IPCC, if relevant.	Information produced by STRP and provided to IPCC.	DSP	SAR
<b>4.2: Secretariat has contributed to ensuring that wetlands and the Convention are</b>	Wetlands and the Convention are addressed in relevant scientific processes	Engagement with relevant technical bodies (IPBES 7, SBSTTA 23), Chairs of the Scientific Advisory	Engagement with SBSTTA 24. Continued collaboration with IPBES processes.	Virtual engagement continues with SBSTTA 24 and SBI3.	Inputs provided to relevant processes on key issues, adapting to the Covid restrictions.	DSP	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
<b>addressed in relevant scientific processes and the Convention contributes to other scientific processes (CSAB, IPBES, IPCC, technical bodies of other MEAs).</b>  Resolution <a href="#">XIII.8.</a>	and collaboration promoted.	Bodies of the Biodiversity-related Conventions and other MEAs (CSAB).		Continued virtual collaboration with IPBES process, dependent on Secretariat capacity.			
	Proposals delivered to IBPES.	Facilitate the delivery of proposals to IPBES Secretariat ( <a href="#">XIII.8</a> , Annex 4).	Completed.	Completed.		DSP	Core
<b>4.3: Roll-out of technical guidance of the Convention.</b>	Guidance has been published and shared with CPs and partners.	Technical guidance produced by STRP is made available and used by CPs in implementation and capacity building (incl. on blue carbon, Resolution <a href="#">XIII.14</a> .14).	Continues.  Presentation to STRP23 by Secretariat on how we can achieve greater utilization of STRP outputs.	Produce and publish STRP guidance and explore further dissemination through virtual means.	Number of downloads of briefings, guidelines and toolkits produced.  Presentation completed.	DSP/RMO	Core

<b>Function:</b>  <b>5. REPRESENTATION, POLICY, ENGAGEMENT AND INTERNATIONAL COOPERATION</b>	<b>Purpose:</b>  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 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
<b>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, SDGs, HLPF, NDCs).</b>  <a href="#">Resolution XIII.7.</a>	Relevance of wetlands and the Convention are included in CPs' national SDG strategies and NDCs.	Support CPs in mainstreaming and realizing relevance of wetlands and the Convention in the 2030 SDG Agenda including tools, guidance, capacity building and funding opportunities, with others ( <a href="#">XIII.7</a> para 41).	Continues.  Raise awareness and capacities of CPs on integrating wetlands in NDCs and develop partnerships with relevant organizations to support CPs.	Develop further international partnerships to support CPs in the integration of wetlands in national climate policies.	Support provided to CPs as requested.  Increased capacity of CPs to integrate wetlands in NDCs.	SRAs/DSP	Core/NC
<b>5.2 Effective cooperation with Intergovernmental, International and Regional Organizations and Multilateral Environmental Agreements is promoted and improved.</b>	Synergies plan approved by SC58.	Prepare a preliminary plan to strengthen synergies with other MEAs for SC58 and contributions to the post-2020 Global Biodiversity Framework. Resolution <a href="#">XIII.7</a> para 23.	Prepare and implement a plan for SC58.	SC58 plan to be addressed by SC59.  Follow-up according to decisions of SC59.	SC58 Preliminary plan addressed to SC59 and follow-up.	SRAs/DSP	Core
	Effective cooperation with relevant MEAs and IGOs.	Secretariat strengthens collaboration with relevant MEAs and	Continues with enhanced focus through synergies/policy plan.	Continues, within the restrictions imposed by Covid.	Secretariat has strengthened collaboration with	SRAs/DSP	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
Resolutions <a href="#">XI.6</a> , <a href="#">XIII.7</a> , <a href="#">XIII.20</a> , and <a href="#">XIII.24</a> .		IGOs, as listed in Res. <a href="#">XIII.7</a> para 35: UNEP, UNDP, FAO, WB, WHO, WMO, UNESCO, UNECE and other regional economic commissions of the UN, GEF, MEAs such as the UNFCCC, UNCCD, CBD, CMS and others.			relevant MEAs and IGOs and explored cooperation with those agencies listed in Resolution ( <a href="#">XIII.13</a> paras.30/31) - UN Water, AEWA, Pan-African Agenda on Ecosystem Restoration, ASEAN/Centre for Biodiversity and the EU, African Union, Arctic Council ( <a href="#">XIII.23</a> para 30) etc. in areas of common interest. Also engagement with the UN Decade on Ecosystems Restoration.		
			Renew UNEP MoU.	Renew UNEP MoU.	MoU renewed.		
		Continue to collaborate with the Secretariats of other biodiversity-related Conventions through the Biodiversity Liaison Group and report to the SC on a regular basis ( <a href="#">XIII.7</a> para 5).	Continues, as a priority in the context of post-2020 biodiversity framework in engaging CPs.	Build on strengthened collaboration, as a priority in the context of post-2020 biodiversity framework in engaging CPs.	Implementation of the agreed activities for 2021 and report to SC58 and SC59.	SG, SRA America	Core



Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
		Explore with the other MEAs, governments and private sector the possibility of development of a multi-stakeholder global coastal forum (Para. 36, Resolution <a href="#">XIII.20</a> ).	Continues, subject to available resources.	Subject to available resources.	Possible options for the establishment of a multi-stakeholder global coastal forum, subject to the availability of resources.	SRAs	SAR
	Wetland issues are included in relevant international/regional efforts to address the 2030 Sustainable Development Agenda and SDGs (High Level Political Forum on Sustainable Development, SDGs 14 and 15 ( <a href="#">XIII.7</a> para 41)).	Secretariat promotes and supports CPs in inclusion of wetland issues in the 2030 Sustainable Development Agenda.	Continues. Raise awareness on the links between wetlands and the SDGs.	Continues, within the restrictions imposed by Covid.	Development and delivery of guidance and webinars. Represent the Convention in international meetings and act as a spokesperson for the Convention's priorities include: post-2020 process (CBD COP), UNFCCC COP26, HLPF, IUCN Congress, UN Decade on Ecosystem Restoration.	SG/SRAs/DSP	Core
		Continue working with the Inter-Agency Expert Group on Sustainable Development Goal Indicators (IAEG-SDGs),	Continues.	Continues.	Report to the IAEG-SDGs on the progress of achieving SDG Indicator 6.6.1 on wetland extent.	SRA Americas/SG	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
		and other relevant UN agencies, on water-related indicators, and in particular SDG Indicator 6.6.1 on wetland extent.					
	Implementation of the priority activities of the MOU between Ramsar Secretariat and the Inter-American Convention for the Protection and Conservation of Sea Turtles ( <a href="#">XIII.24</a> para 15).	Work with the Secretariats of the Inter-American Convention for the Protection and Conservation of Sea Turtles and the Convention on the Conservation of Migratory Species of Wild Animals to enhance marine turtle conservation in Ramsar Sites (Americas, the Indian Ocean and South-East Asia and the Atlantic Coast of Africa) ( <a href="#">XIII.24</a> , para 24).	Renew the MoU.	Completed virtually.	MoU renewed.	SRA Americas	Core
			Ongoing. Publication to be developed by CMS and RAMSAR.	Not advanced due to capacity limitations.		SRAs/DSP	Core
	Approval by SC58 of elements of advice for the GEF concerning the funding to support the objectives and priorities of the Convention, for the eighth replenishment	N/A	Inter-sessional consultation and decision with the SC before May 2020.	Completed.	Approval of elements of advice and submission to the CBD (SC58.25).	SG, SRA Americas	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
	of the GEF financial mechanism, and CPs' priorities communicated to the GEF ( <a href="#">XIII.7</a> para 46).						
	Strengthen collaboration with the GEF Secretariat.	Strengthen collaboration with the GEF Secretariat concerning the funding to support the objectives and priorities of the Parties ( <a href="#">XIII.7</a> para 46).	Identify opportunities for and feasibility of enhanced engagement with the GEF and other multilateral funding agencies.	Continue approach of enhanced engagement with the multilateral funding agencies and supporting CPs in accessing such funding.	Collaboration on areas of common interest according to SP and Parties' priorities and engagement on the GEF Council.  Engagement with further multilateral funding agencies.	DSG, SRAs	Core
	Report regularly to SC on progress in implementing Resolutions <a href="#">XIII.7</a> and <a href="#">XI.6</a> on Partnerships and synergies with Multilateral Environmental Agreements and other institutions (i.e. synergy process under the CBD and UNEP, strengthen collaboration with UN agencies, MoU UNEP).	Report to SC57, on progress in implementing Resolution <a href="#">XIII.7</a> and Resolution <a href="#">XI.6</a> on Partnerships and synergies with Multilateral Environmental Agreements and other institutions.	Report to SC58, on progress in implementing Resolutions <a href="#">XIII.7</a> and <a href="#">XI.6</a> on Partnerships and synergies with Multilateral Environmental Agreements and other institutions.	Update the SC58 report for SC59, on progress in implementing Resolutions <a href="#">XIII.7</a> and <a href="#">XI.6</a> on Partnerships and synergies with Multilateral Environmental Agreements and other institutions.	Approval by SC59 of the progress report.	SRAs, DSP	Core

<b>Function:</b>  <b>6. RESOURCE MOBILIZATION</b>	<b>Purpose:</b>  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 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021Indicator	Lead/Support	Budget
<b>6.1 Funds raised to support non-core priority activities as prioritized by Res <a href="#">XIII.2</a> Annex 3.</b>  Resolutions <a href="#">X.12</a> , <a href="#">XIII.2</a> and <a href="#">SC52-23</a> .	Percentage of funds raised against projected CHF 3.2m non-core priority activities requirements.	Present revised fundraising work plan to SC57, reflecting new non-core priorities of Res <a href="#">XIII.2</a> and <a href="#">SC54-6</a> .	Implementation ongoing.	Implementation ongoing with specific focus on COP14 delegate travel funding.	Funds raised, volume of outreach (donors contacted, proposals presented).	DSG/RMO	Core
	Integrated focus on corporate actors as potential funders as per Resolution <a href="#">X.12</a> .	Completion of database of potential funding sources.	Completed. Grow the volume of potential funders listed in database.	Continue to grow the database and to increase number of users.	Number of database users.	DSG	Core
	Decision <a href="#">SC52-23</a> to prepare and adopt the Convention’s first full Resource Mobilization Work Plan implemented.	Completion of proposals for RAMs, gender, RRI, World Wetlands Day (WWD) and inventories.	Submission of proposals for RAMs, RRI, WWD, sponsored delegate travel and inventories.	Submission of proposals for RAMs, RRI, WWD, sponsored delegate travel (COP14) and Inventories.	Number of proposals submitted and/or funded.	RMO	Core
		Outreach to potential funders.	Continues.	Continues.	Number of potential funders/quarters (target of the SC57 WP is 10/quarter).	RMO	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021Indicator	Lead/Support	Budget
			Develop a webpage that provides an overview of non-core funding priorities.	Completed.	Webpage published.		
<b>6.2 Support CPs in their national and regional fund-raising efforts.</b>	Volume of funds raised reported by CPs.	Completion of database of potential funding sources.	Completed with ongoing enhancements.	Continue to grow the database and to increase number of users.	Metrics on use of database.	RMO	Core
		Development and provision of fundraising templates and tools.	Small grant guidance completed and available to Parties. Develop additional tools.	Completed.	Metrics on number of visitors and downloads of templates and tools.	RMO	Core
		Capacity building in fundraising for CPs.	Deliver resource mobilization training for CPs to include database and small grant guidance.	Continue to support Parties in increasing capacities for fundraising.	Small grant guidance visitors and downloads. Number of trainings and participants.	RMO/SMT	Core

<b>Function:</b>  <b>7. OUTREACH and STRATEGIC ENGAGEMENT</b>	<b>Purpose:</b>  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 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
<b>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.</b>  Resolutions <a href="#">X.12</a> and <a href="#">XIII.1</a> .	WWD implemented.	World Wetlands Day 2020 planning and implementation.	World Wetlands Day 2021 planning and implementation.	World Wetlands Day 2022 planning and implementation.	Compare number of events, downloads, and social media engagement over 2019- 2020.	RMO	Core
	IOP activities implemented in accordance with MoU and <a href="#">VII.3</a> .	Start implementation of the five joint activities identified in the 2018 – 2024 IOP MOU.	Identify and implement bilateral /joint opportunities consistent with the MoU.	Build on identified initiatives and identify further bilateral/joint opportunities.	Implementation of bilateral/joint activities with IOPs.	DSG	Core
			Explore opportunities for IOPs to share with CPs their global contributions to the Convention.	Identify opportunities for IOPs to share with CPs their global contributions to the Convention.	Enhanced sharing of IOPs’ global contributions with CPs.	DSG	Core
Work in partnership with organizations		Continues.	Continues.	All partnership agreements	DSG/SMT	Core	

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
		where the partnership objectives adhere to the criteria provided by <a href="#">SC54-16</a> .			comply with <a href="#">SC54-16</a> guidance.		
	Private sector engagement ( <a href="#">X.12</a> )	Renew Danone partnership for 2020 and beyond.	Continue to implement the Resource Mobilization Work Plan (see 6.1 above).  Discussion regarding continuation of partnership with Danone ongoing.	Continues.  Formalization of master partnership agreement, including funding for WWD and Ramsar Conservation Awards.	Danone partnership renewed.	RMO	NC
<b>7.2 Through targeted outreach, raised the visibility of the Convention at the national, subnational, regional and international levels.</b>	Increased use and access to materials and information on the Convention, its SP and priorities at national, subnational, regional and	Regularly publish and post relevant content on the Convention website and social media platforms. Ensure that website content is current.	Continues.		Number of stories and articles published on the website. Number of website visitors and analytics for page views and downloads. Number of followers on Twitter.	Comms	Core

Triennial Result	TP 2021 Indicator	AP 2019 Activities	AP 2020 Activities	AP 2021 Activities	AP 2021 Indicator	Lead/Support	Budget
	international levels.	Initial planning for 50th Anniversary SC57-18 and SC57-47 (Annex 9.2)	Secretariat to provide expert guidance on campaign development.  Support Subgroup on COP14 to bring a proposal to SC58 and follow-up SC decision.	Implementation of the campaign and support provided to CPs and stakeholders.	50th Anniversary campaign prepared and implemented, web-based metrics to evaluate reach and uptake by others.	Comms	Core
		Secure high-profile speaking and presentation opportunities for the SG and Secretariat staff with targeted audiences.	Continues.	Continues with a focus on prioritizing amongst a significantly larger range of now virtual processes and opportunities and in seeking efficiencies in preparations.	Effective engagement in identified strategic policy processes.	SG/SMT	Core