

# THE TRIENNIAL PLAN



**RAMSAR REGIONAL  
CENTER**

2015-2017

**CREHO**

**THE TRIENNIAL PLAN RAMSAR  
REGIONAL CENTER  
(CREHO)  
2015-2017**



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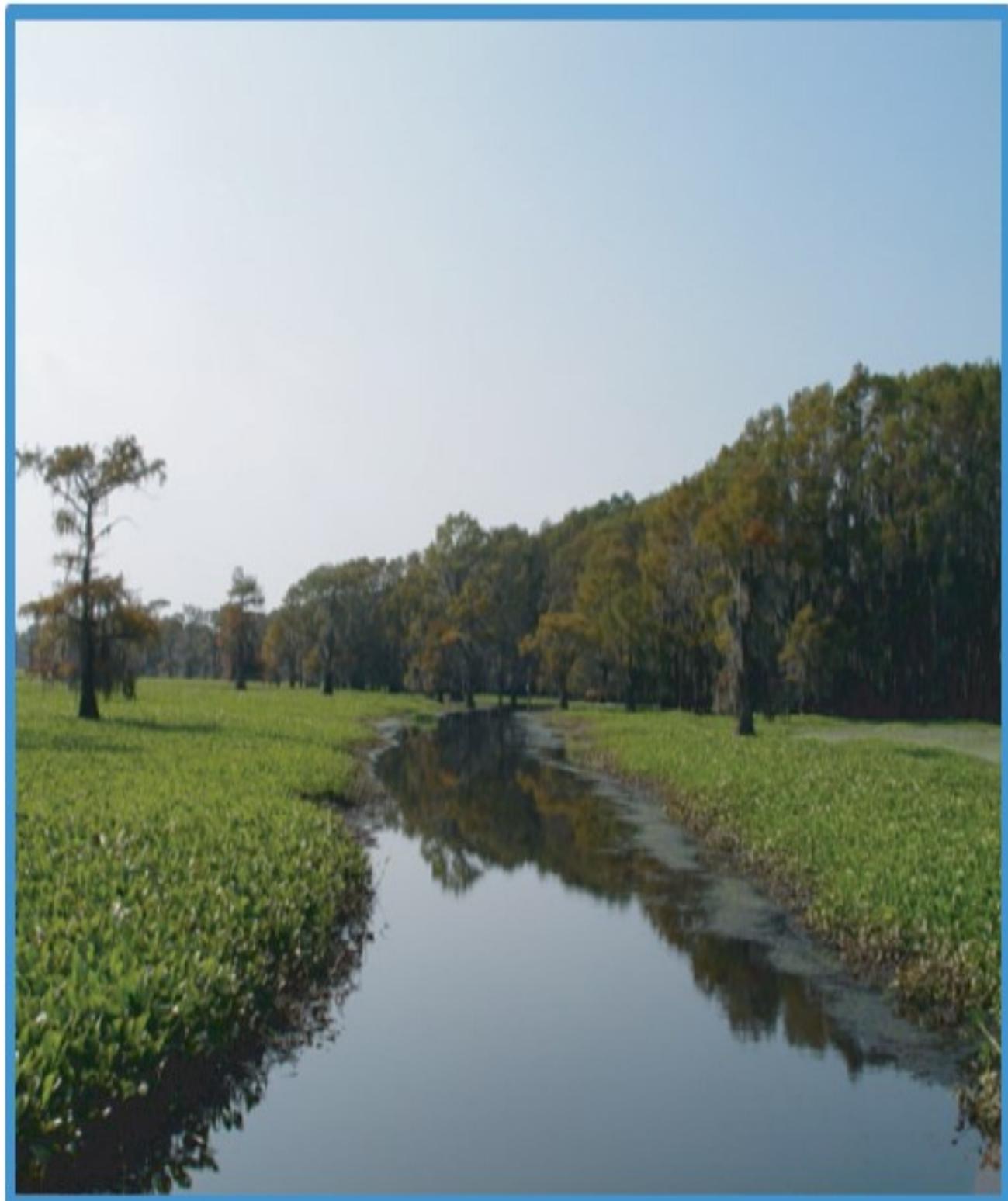
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# 1.Foreword

The Triennial Plan 2015-2017 Ramsar Regional Center (CREHO) represents the collective efforts of people and organizations that have been part of its development. Therefore, for all of them is a powerful tool for working together to align our will and efforts to fulfilling our mission as Ramsar Regional Center: conservation of the natural wealth of wetlands that we share throughout the Western Hemisphere, its biodiversity, ecosystems, water and food resources through training and research. The Triennial Plan contains the vision for the future, our commitment to ensuring that people understand the value of these ecosystems and contribute to their preservation and conservation, with the support of CREHO in the development of initiatives and innovative projects that provide sustainable alternatives to the current environmental challenges.



## 2. Brief overview of the creation of CREHO

At the 20th Meeting of the Standing Committee of the Convention held in Gland, Switzerland, in 1997, the Government of the Republic of Panama - through its Standing Committee - presented the initiative of establishing the Ramsar Regional Center for Training and Research wetlands in the Western Hemisphere, taking advantage of the benefits and facilities offered by the City of Knowledge in this country. In Belize, 1998, during the Ordinary Session XXIV, composed of the Environment Ministers of Central American Commission on Environment and Development (CCAD) the establishment of the Center is supported; and during the First Pan American Meeting of the Ramsar Convention, held in Costa Rica in June 1998, a decision was issued to support the initiative of the Government of Panama.

The VII Conference of the Contracting Parties to the Ramsar Convention held in San Jose, Costa Rica, in May 1999, adopted Resolution VII.26 the initiative, given its importance to the application of the principles of the Convention and the contribution to development of actions envisaged in the Strategic Plan. During Ramsar COP8, held in Valencia, Spain, in 2002, the installation of this center was consolidated by consensus and an agreement between the Ramsar Secretariat and Panama was signed, in order to assist in the management of resources and the development of the Center. It becomes a regional commitment, and indeed its operation contributes to the important need for empowering people and developing research for development in our countries.

In January 2004, CREHO begins operations. The Government of the Republic of Panama helped facilitating both staff and seed capital to operate in the City of Knowledge. After 10 years of continuous and successful operation, the Ramsar Regional Center (CREHO) receives in 2015 through Executive Resolution No. 3 of 2015 recognition as *International Organization*, according to Resolution VII.26 of 1999, from the Ramsar Standing Committee and the Ministry of Foreign Affairs of Panama. It is recognized and endorsed as a functional regional initiative which follows the new operational guidelines for Regional Initiatives of the Ramsar Convention.

Finally, in October 2014, during the VI Pan American meeting of the Ramsar Convention, held in Bogotá, Colombia, the Panamanian government and CREHO Executive Directorate, presented for consideration by the plenary new initiatives and plans of the Center, receiving a total support of the focal points meeting participants. The foundations for a new stage of joint actions between the focal points and organizations involved in the region for the conservation, management and wise use of wetlands are then consolidated.



### 3. Our Work



The Ramsar Regional Center was created on July 7, 2004 and from the start of operations has been actively involved in designing the Center to support the best initiatives and regional networks, establishing alliances and cooperation agreements with many institutions and organizations in the Western Hemisphere and running courses and workshops that respond to specific training needs.

Since its foundation, CREHO has reached thousands of stakeholders and a large number of ordinary people, from communities that interact with wetlands, linking its objectives and strategic lines of action, to generate a critical mass motivated and able to take action for the conservation and wise use of wetlands. Similarly, it has promoted important initiatives running technical actions. Thus, it has been projected in the region contributing more and better knowledge of the existence of the Ramsar Convention and its technical guidelines, implementing conservation and management measures in wetlands. We are convinced that communications and actions taken have a bidirectional: on the one hand, Ramsar reporting, its guidelines and the Center; but on the other, it contributes to the populations and stakeholders use these advantages, requesting our support in the crucial moments, based on the guidance provided and taking advantage of this powerful tool to have the CREHO, to implement actions to protect wetlands.



A large number of professionals and technicians linked to wetlands of different American countries have been trained, through seven specialized international courses. Likewise, courses at the national level in countries such as Colombia, Costa Rica and Panama have taken place. In the courses taught by CREHO were represented twenty-eight countries from America and an overseas territory. The Center has supported Panama in creating a collective conscience, through the celebration of World Wetlands Day, and other environmental related dates, always participating in collective events. Important strategic alliances have been established. The need to multiply its actions in the region were foreseen, and held a training course for *International Trainers* from CREHO, in December of 2013. We currently have a group of renowned instructors and endorsed by CREHO in ten countries in the Americas and four from Europe. 2014 has important developmental outcomes of its program of training and education, both in the government sector and civil society; particularly between environmental non-governmental organizations, academics, and the private sector.

CREHO promotes scientific and technical cooperation and the exchange of experiences in the use and conservation of wetlands in the Western Hemisphere and other regions of the world.

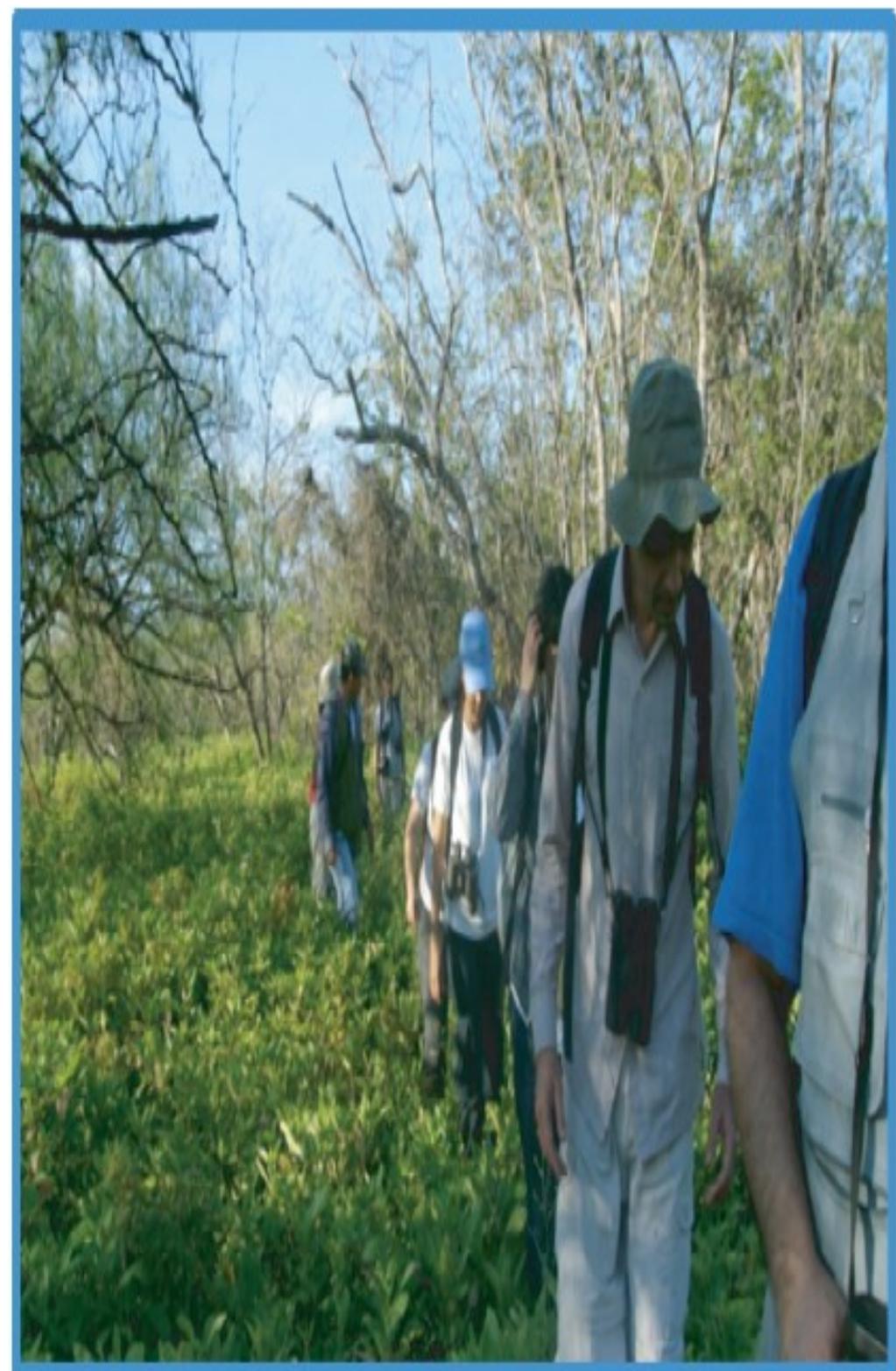
## 4. The Mission. Why we were created?

Our mission is to conserve the natural wealth of Wetlands in the Western Hemisphere, biological diversity, ecosystem, water and food resources through education and training of qualified personnel for the study, management and custody of wetlands with the respective identification, coordination or promotion of training and research by applying the guidelines of the Ramsar Convention.

The launch of a Ramsar Regional Center responds to the natural wealth of the Western Hemisphere, which by its biological and ecosystem diversity, presents a variety of wetlands inhabited by endemic species in areas like the arctic tundra of Canada, the Llanos of Venezuela, peatlands in Tierra del Fuego, coral reefs in the Caribbean and the Pacific, the forested swamps of the Amazon basin, flooded grasslands Florida and important areas of mangrove. We want this advantage, so far only comparative becomes a true competitive advantage through the conservation of this wealth, with the participation of all agencies involved in it, from the people who use them to the authorities to protect them.

We say this because the wetlands are for the countries of the region, very different and complex systems that support the local and regional economy, including very heterogeneous populations that depend on them for their development and survival. Moreover, the role of wetlands within the hydrological cycle is of particular interest for its role in the regulation of flows and water quality in watersheds. It is noteworthy that these functions, environmental goods and services provided by wetlands currently face the consequences of global change in climate, as we have mentioned this, affecting some distribution and functioning of wetlands in the region, but also helping to curb and mitigate its impacts on a wide range of possibilities ranging from the protection of their biodiversity, to the goods and services they provide to humans, including the security of populations, against a heightened sea level, and to food security and provision of fresh water for their survival.

Finally, is evident the need for an increased amount of multipliers involved in the management, protection and conservation of wetlands. Therefore, the Ramsar Regional Center should increase support for the training of qualified personnel for the study, management and custody of wetlands, which has already been identified by the Ramsar Convention and is part of its Strategic Plan.



## 5. Status of Wetlands in the Hemisphere and the challenges to Climate Change

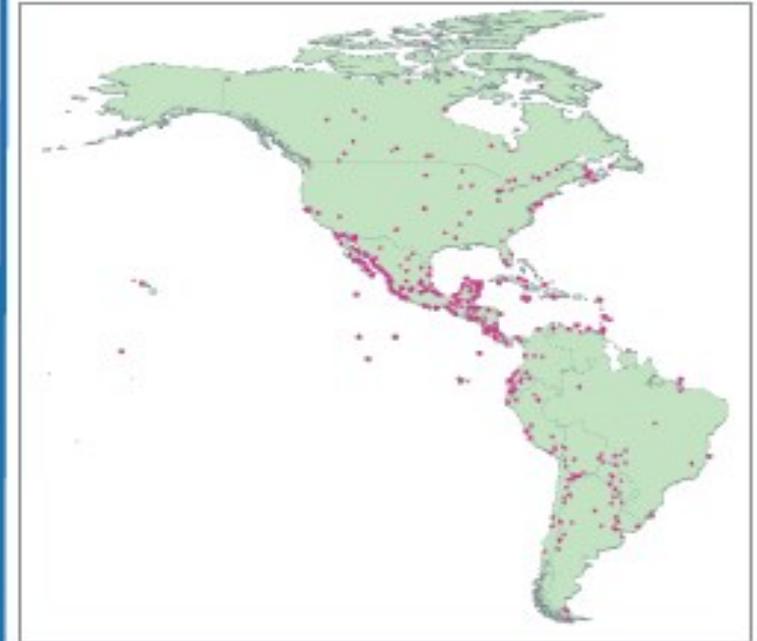
The National Reports available from the COP12 to January 31, 2015, show that the Ramsar regions of the Neotropics and North America have designated 394 Ramsar sites in total, representing 18% of Wetlands of International Importance the world (see Figure 1). 24 countries are included: Antigua and Barbuda, Argentina, Bahamas, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Ecuador, El Salvador, United States, Granada, Guatemala, Honduras, Jamaica, Mexico, Panama, Paraguay, Dominican Republic, Suriname, Trinidad and Tobago.

Since COP11, have been designated 14 new sites in the region. 36% of the Parties, Argentina, Canada, Colombia, Costa Rica, El Salvador, Mexico, Dominican Republic, Panama and Suriname have conducted an assessment of the needs of national and local training for the implementation of the Convention. 68% (17 countries) has made its National Ramsar Wetland Committee: Bahamas, Bolivia, Brazil, Chile, Colombia, Costa Rica, Ecuador, Honduras, Jamaica, Mexico, Panama, Paraguay, Peru, Suriname, Trinidad and Tobago, Uruguay, and the United States. These committees are valuable because mostly act as advisory bodies to the Management Authorities and Coordinators of Ramsar.

Many of the wetlands in the Americas have over them, the weight of large local environmental threats and regional conflicts. These come mainly from the pollution of water and air, the expansion of urban areas, construction of dams, development of tourist projects and golf courses, destruction of these habitats for the development of aquaculture, agricultural production projects and/or farmers, among others. In this respect, all Contracting Parties have been taking steps to address the issues causing the registration of their Ramsar sites in the Montreux Record.

A more detailed explanation of the magnitude of the threat faced by these ecosystem in the Americas comes from the effects of climate change. Studies show an increase of ocean levels seen since 1998 due to melting of the Patagonian fields, which alone has contributed in the increase of 2% per annum of sea level. As the temperature continues to rise, this rate is likely to increase.

A report on the increase in temperature estimated that sea level will rise between 0.5 and 1 m for early next century. This increase could cause incalculable damage to the small Caribbean islands that lie just above sea level, polluting vital wetlands for water supply of the islands freshwater. Total losses are estimated at US\$68,200 million for 2080, most of them assumed by the tourism industry in the region. Frequent storms, one of the most dangerous weather hazards for the region are anticipated.



**Figura 1: Sitios Ramsar en las Américas**  
(Fuente: Ramsar, 2012)





It is expected that the frequency of tropical storms of high intensity increase, with Central America and the Caribbean one of the four regions most affected. This would be particularly worrisome in countries like Mexico, the east coast, is already exposed to considerable risk, especially given the speed at which the population grows and local infrastructure. In addition, increased droughts are estimated given the growth of the world population, the demand for food is also expected to increase. The same report warns that an increase of 4°C in temperature could affect, decreasing arable land, especially in Latin America, Africa and India, which would have a population increase food demand and a reduction in arable land.

Faced with a scenario like this, it is vital to proceed from different angles simultaneously:

1. Apply existing regulatory and legal framework that cover the maintenance of the Ramsar sites, and at the same time generate new legal concepts, such as public policies, rules and regulations related to the protection and conservation of wetlands.
2. Generate guidelines for the strategic planning of land use and the use of impact assessments in decision-making processes.
3. Promote networking to support the monitoring of compliance with these policies and strategic planning to put at the center of these efforts wetland and freshwater supplies for the population, against the threats described.
4. Continue to implement the information and results of research in the service of populations and stakeholders in the decision-making process.
5. Promote scientific research on endangered, endemic and migratory species associated with wetlands, ensuring the protection of their habitats and their sustainable use.
6. Working in partnership with the authorities and institutions that have the mission of preserving these valuable resources.
7. Facilitate the development of strategic tasks to create the conditions that will prevent the unnecessary loss of human lives, freshwater reserves and the selection of land suitable for food production.
8. Generate viable mobilization initiatives and human displacement of vulnerable areas against an increase of sea level.

The ecosystem services are a prerequisite for human well-being. They are also a crucial asset that can help communities adapt to changes in climate. Mountain forests and wetlands, for example, can mitigate the consequences of extreme rainfall and drought, and sustainable harvesting of wild foods and natural medicines may offer additional sources of income in times of low harvest.

In the past, organizations around the world have developed strategies based on the functioning of ecosystems to cope with climate variability and extremes, such as safeguarding the protection of forests on steep slopes or timely divert fodder reserves. With climate change, the need for such strategies will increase.

Wetlands are particularly vulnerable and susceptible to changes in the quantity and quality of water supplies. Climate change may cause more severe effects on wetlands through alterations in hydrological regimes, specifically the nature and variability of hydro-period and the extent and severity of extreme events. However, other climate-related variables can play an important role in the determination of regional and local impacts, including increased temperature, altered evapotranspiration and biogeochemistry, and patterns of sediment loads suspended, fire, and oxidation of organic sediments and physical effects of wave energy. Climate change will affect the hydrology of individual wetland ecosystems primarily through changes in precipitation and temperature regimes with high overall variability. Experts in wetland restoration and the authorities should work together and considering climate change when planning wetland restoration projects as part of adaptation strategies and mitigation of climate change.



## 6. The Triennial Plan 2015-2017

### 6.1 The purpose of CREHO Strategic Plan for the next triennium

This plan seeks to focus its action lines to offer technical contributions to enhance and strengthen the implementation of the guidelines of the Ramsar convention. One of the priority strategic lines is the strengthening of actors and management bodies, for example, the National Wetland Committees in the Region; channeling efforts and needs through the national focal points to the Convention, and greater involvement of the focal points for technical scientific review group (STRP) because they contribute to the implementation of the Convention, promoting the exchange of information and experiences regarding knowledge, management and rehabilitation of wetlands. This is done through the exchange of programs and projects with particular themes, according to geographic region and their particular needs, as part of its advisory role entities.

The Center has among its strategic actions generate "shared capacities" that allow for answers to the most important needs of wetlands, which are too heavy to be assumed by a single actor. CREHO Triennial Plan is based, generally, on the lines of action established in the strategic plans of the Ramsar Convention updated and Allied Organizations.

It is expected that in the context of technical actions contributing to this regional initiative in the Americas, the focal points, the Contracting Parties, partner organizations from countries in the region, authorities and civil society organi-

### 6.2 Our vision for the Triennial

We hope that in the next three years the Center is recognized by an even greater number of countries for the actions developed for the management and wise use of wetlands in the Western Hemisphere, by strengthening the capacities of key actors in the region. This includes expanding our efforts to reach countries of the Greater Caribbean, one of the most vulnerable regions, breaking language barriers and working together to prepare for the new situation arising from the consequences of natural and manmade hazards in our region.



### 6.3 General Objective of the 2015-2017 Triennium

"Developing new partnerships with strategic partners and decision makers in the region to multiply the efforts of the CREHO on behalf of wetland conservation through training and capacity building, and the promotion of research, putting their results in the service of populations that depend on them".

### 6.4 Specific Objectives and Strategic Goals for the Triennium

- **Specific Objective 1:** To strengthen the Center as a regional initiative, which contributes to the implementation of the technical guidelines of the Ramsar Convention through capacity building among Western Hemisphere countries.

**Strategic Goal 1:** Multiply CREHO efforts to develop actions to management, research and training of new actors in the region, through courses and research projects involving at least two countries per sub-region.

- **Specific Objective 2.** To strengthen the mechanisms required for the exchange of information and experiences that raise awareness of the population.
- **Specific Objective 3.** To contribute to the efficient management and implementation of financial resources which contribute to good management and wise use of wetlands at regional level, through the development of

**Strategic Goal 2.** Generate a strengthened communications program, together with products from the activities, actions and innovative tools that promote information sharing and generating synergies in the region, available in both English and Spanish.

- **Specific Objective 3.** To contribute to the efficient management and implementation of financial resources which contribute to good management and wise use of wetlands at regional level, through the development of strengths and opportunities offered by the Center.

**Strategic Goal 3.** Increase CREHO institutional capacity and administrative management of resources to reach a greater number of donors in the region, identifying at least six new strategic alliances in the Hemisphere.

## 6.5 How to achieve the objectives and goals of the Triennial Strategic Plan 2015-2017?

A section has been prepared in which the goals activities and performance indicators for the next three years are set, after a description of the activities (Annex).



## 6.6 Using the Triennial Plan 2015-2017



This document is a planning tool that organizes and prioritizes actions; oriented environmental management and investment, seeking a sincere commitment of all stakeholders in the whole of this great national and international community. The exercise resulting from its implementation must be flexible, so that allows us to tap the potential and initiatives generated in the Western Hemisphere, without imposing actions with no support or that do not meet the real environmental circumstances. It is a priority to make adjustments to harmonize and articulate programs and projects of the organization. The information presented is both a synthesis of a number of key elements for managing CREHO including technical, operational and financial aspects.

This Plan is a guide containing directives, guidelines, objectives and strategic goals which are very broad avenues where perfectly fit such heterogeneous needs of countries and types of wetlands they own, and is adjusted to the different degrees of commitment expressed by its governments to act sustainably with the conservation of these rich and complex ecosystems.

Those interested in developing conservation actions of their wetlands through training of new actors, alliances of interest to the directives and guidelines of the Ramsar Convention, can always count on the support of this three-year plan for the development of projects or actions improving the situation of wetlands, focusing and articulating the strategic lines with the needs of all stakeholders in capacity building programs, management and research offered by our organization.

This document, along with the description of the lines and strategic goals, an annex in which can be observed in more detail, the activities CREHO plans to carry out in the next triennium. It is important for interested parties to determine which of these activities are of priority for the country or sub-region to contact the Center, which belongs to everyone.

It is important to, as an example, point out that at present, CREHO started with the support of the National Environmental Authority, the implementation of a comprehensive project entitled "*Enhancing Capacity*" through the Comprehensive Plan for Wetlands of Panama. The project is to improve skills assessment, management and communication of environmental health of wetlands in the Republic of Panama, through the guidelines established by the Ramsar Convention and the National Wetland Policy. It will last for 60 months, from 2015, in which the following components will be developed:

Component I: Monitoring of environmental health of wetlands.

Component II: Compensation and recovery of degraded wetlands.

Component III: Capacity building.

Component IV: Spreading.

With the financial support of the project, CREHO planned integrating this national effort with other regional projections. For example, any national or regional or national initiative can complement; especially through the participation of certified trainers CREHO in December 2013, or, by various actors in capacity building programs, in facilitating and replication of these components and methodologies to other countries in the region.



## 7. Estimated Budget and Projections

Below appear two tables, one with a basic Budget that can be considered as a counterweight resource, which has been generated throughout time to implement administrative, technical and institutional development activities, taking into account financial resources available as supported for its implementation in the next triennium. The second table shows a basic projection of the minimum we expect to consolidate with new financial contributions for the organization; the goal is to achieve together with new alliances that these amounts can be the base proposed and be even increased, in order to increase smart investment of financial resources in the use and sound management of wetlands in the region.

Table # 1

**Budget Available with funds already committed**

2015-2017	Approximate budget (US \$)		
	Year 1	Year 2	Year 3
<b>OBJECTIVES</b>			
Specific Objective: Strengthen the Center as a regional initiative, which contributes to the implementation of the technical guidelines of the Ramsar Convention through capacity building among the countries of the Western Hemisphere.	\$194,000.00	\$256,000.00	\$241,000.00
Objective 2: Strengthen the mechanisms required for the exchange of information and experiences that increase awareness of population on the role of wetlands in the Western Hemisphere.	\$10,000.00	\$10,000.00	\$10,000.00
Objective 3: Contribute with the efficient management and implementation of financial resources that contribute to the good management and rational use of wetlands at the regional level, through the development of strengths and opportunities offered by the Center.	\$29,500.00	\$36,000.00	\$36,000.00
	\$233,500.00	\$302,000.00	\$287,000.00
<b>TOTAL FOR THE THREE YEARS</b>		<b>\$822,500.00</b>	

TABLE # 2

<b>Minimum Expected Budget Projection</b>			
<b>2015-2017</b>	<b>Approximate budget (US \$)</b>		
<b>OBJECTIVES</b>	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>
Specific Objective 1: Strengthen the Center as a regional initiative, which contributes to the implementation of the technical guidelines of the Ramsar Convention through capacity building among the countries of the Western Hemisphere.	\$268,000.00	\$330,000.00	\$32,000.00
Objective 2: Strengthen the mechanisms required for the exchange of information and experiences that increase awareness of population on the role of wetlands in the Western Hemisphere.	\$50,000.00	\$42,000.00	\$52,000.00
Objective: for the triennium. Contribute with the efficient management and implementation of financial resources that contribute to the good management and rational use of wetlands at the regional level, through the development of strengths and opportunities offered by the Center.	\$30,000.00	\$50,000.00	\$50,000.00
	\$348,000.00	\$422,000.00	\$134,000.00
<b>TOTAL FOR THE THREE YEARS</b>	<b>\$904,000.00</b>		

## 8. Challenges for CREHO 2015-2017



Being CREHO a Regional Center and International Organization recognized since 2014 because follows directives and guidelines of the Ramsar Convention, has the responsibility to a wide range of action. As a result, there are multiple challenges to be addressed and foster partnership opportunities that will enable it to fulfill the Mission for which it was created.

Must act as a working team work that encourages the development of a real commitment from both contracting parties, as the actors interacting with decision makers in the use and management of natural resources. Stakeholders need to act establishing priorities that will lead to grant recognition of the value and the goods and services provided by wetlands. The region is experiencing rapid economic development, which in turn leads to the development of mega productive and infrastructure projects. The real challenge here is focused on creating a synergy between the impulse to develop the region, giving a sustainable use of the ecosystems that sustain thereof. This will depend largely on environmental awareness and commitment to a more educated society, certainly, but also of the provision and supply of tools that promote clean development, responsible fulfillment of legal frameworks and enforcement action, and decisions that are committed to strategic planning and weigh the consequences of development based on the waste of natural resources and ecosystems, or in their conservation and sustainable use. Weighing all this, a Center such as CREHO puts its hope and develops its efforts to ensure that prevail those initiatives aimed at management and wise use of wetlands, maintaining the commitments made by the Ramsar Convention.

## 9. Conclusions:

CREHO is presented as a regional opportunity, backed up by governments, which has experience in implementing well-defined work methodologies. Based on its structure and shape, the Center reaches a variety of actors, having highly skilled, experienced and internal capacity. Since its foundation, the Center has successfully faced many challenges, which has turned into options for developing joint actions of high impact in the region. Its work scheme allows exchanges and capacity building programs go beyond training to the development of compromises between them to find solutions to local problems from regional experiences, making effective our programs.

CREHO has diversified and modernized the means used, and is at the forefront in the use of ICTs to increase its presence and position the issue of wetland conservation in key sectors, taking advantage of forums and enhancing its interventions, adding and thus supporting the various processes, initiatives, actors and resources in the region.

1. Regionally positioned in the development of actions for the conservation of wetlands, through exchange, dissemination and building partnerships.
  2. Contribute to the visibility of key actors in local, national and international levels, with global reach through the various networks in which the Center participates
  3. . Regionally positioned in the development of actions for the conservation of wetlands, through exchange, dissemination and building partnerships.
  4. Facilitates and enables the creation of strategic alliances with regional initiatives related to increasing the impact of joint actions with the Center. CREHO is projected through international forums. Acts locally and thinks globally.
  5. CREHO is a key player to generate research, studies and information highly specialized at regional and national levels on the environment, allowing having timely and accessible information to decision-making process, to consider the economic, social, cultural, and environmental wetlands.
  6. CREHO is qualified to provide an essential contribution to the strengthening of capacities in national and regional institutions through technical assistance and specialized for wetland management training.
-

7. CREHO contributes decisively to the training of professionals in the integrated management of wetlands and related themes: management and water management, watersheds, climate change, food security, and others.

8. CREHO represents an alternative for resource management and income generation through project funding from international donors, with a warranty and support an international convention and the countries of the world.

9. The Center represents a potential source of foreign currency for the region for funding events and activities in the countries with which it performs these tasks, because for example, the use of hotels, travel agencies, airlines, transport, and others.

10. The Center is located at a strategic site for the Americas, with a broad representation of ecosystems and biodiversity, allowing having the necessary elements to the field training.

Finally, it is important to note that supporting the Ramsar Regional Center is also supporting a nonprofit initiative that is all for the benefit of all. It is a commitment and a mandate of Nations created by the need to strengthen human resources in the region and represents an opportunity to invest in the conservation and management of wetlands, to the challenges of climate change, and as a source of knowledge for adaptation required by all stakeholders in the Americas.



## Annex

**General Objective for the Triennium:** "Develop new alliances with strategic partners and decision makers in the region to multiply the efforts conducted by CREHO to benefit the wetland conservation through training and capacity building and the promotion research, placing the results at the service of the populations that depend on them."

**Specific Objective 1: To strengthen the Center as a regional initiative, which contributes to the implementation of the technical guidelines of the Ramsar Convention through capacity building among Western Hemisphere countries.**

Activities	Indicators	Goal	Means of Verification	2015		2016		2017	
				Semester		Semester		Semester	
				1	2	1	2	1	2
1.1. Develop Annual Work Plans and Budgets reflecting the sequence of activities according to the compliance and established priority areas.	1.1 Percentage of work plans and budgets submitted and approved by the Board of the center.	100% of plans and budgets approved at the end of the triennium.	A. Work plans and budgets documents endorsed by the Board of Directors						
1.2. Apply a triennial assessment of compliance activities under the work plans and financial performance.	1.2.1 Percentage of implementation of activities within the work plans of the center.	70% of the activities planned and the respective budget executed at the end of the triennium.	A. Technical and financial reports reflecting performance.						
1.3. Carry out activities to strengthen and innovate the synergy between CREHO and its Board of Directors.	1.3.1 Percentage of activities for strengthening synergies and working mechanism between CREHO and its Board	70% of planned activities with the Board were performed successfully with new initiatives to improve Center management.	A. Memoirs of meetings, workshops and documents that support collaborative efforts.						
1.4 Monitoring the drafting of capacity building, management, rational use and research with the respective consolidation of the most important achievements.	1.4.1 Number of proposals for projects prepared and submitted to funding sources.	At least 10 proposals submitted to various donors by the end of the triennium.	A. Notes of Intent documentation and proposals submitted.						
1.5 Monitor the implementation of projects of capacity building, management, rational use and research on wetlands.	1.5.1 Number of approved projects implemented at the end of three years.	At least 7 projects on the subject of capacity building, research or management have been approved at national or international level.	A. Approval documents, running and/or final products of the projects implemented.						
1.6. Establish a scientific advisory committee to support research and projects carried out by CREHO.	1.6.1 Percentage of efforts to integrate the specialists who make up the committee.	100% of the committee made up by experts and institutions identified.	A. Documents certifying the integration of advisory committee members, minutes of meetings among others.						
1.7. Developing a Capacity Building program to achieve the contribution of key tools for decision-making at different levels and different actors involved in wetland issues.	1.7.1. Percentage of diagnosis update for training needs at regional national level according to the experiences implemented during the middle stage of the triennium.	100% Updated Diagnosis of training needs.	A. Diagnostic needs updated document.						
	1.7.2. Number of specialized courses that have been designed and updated according to new developments, and scientific and technical knowledge regarding the implementation of the guidelines of the Ramsar Convention.	At least three specialized courses have been designed and updated.	B. Documents of modules of designed courses.						
	1.7.3. Number of specialized courses that have been taught.	At least five specialized courses have been offered at the end of three years.	C. Reports and Memoirs where the courses taught are reflected.						
	1.7.4. Number of government officials who have been trained in the program of courses.	At least 50 government officials at national and international level have been trained in the program of courses at the end of the triennium.	D. Reports and Memoirs reflecting courses taught where governments' officials participated.						
	1.7.5. Number of specialists from NGOs, international organizations and private companies who are trained in the course program of the Center.	At least 25 specialists nationwide or from the region are trained in the program of courses at the end of the triennium.	E. Reports and Memoirs reflecting courses in which experts from NGOs and private companies participated.						
	1.7.6. Number of specialists that has been monitored for determining the use of the tools acquired during the training.	At least 40 specialists were applied a follow-up evaluation for using of tools offered in the training center at the end of three years.	F. Documents with assessments and surveys applied.						
1.8. Work on strengthening community groups associated with Ramsar sites and wetland areas, at national and international level, through training on specific issues related to the management of extractive resources and food provided by these wetlands.	1.8.1. Number of community groups that have been trained or strengthened.	At least 5 Community Based Organizations (CBOs) that depend on the wetlands at national or regional level have been trained, coached or attended seminars at the center.	A. Reports and Memoirs reflecting trainings or seminars for CBOs.						
1.9. Support the National Wetland Committee in its management, with the respective contribution of tools and initiatives for strengthening the processes carried out.	1.9.1. Number concrete initiatives or technical actions that have served to strengthen the National Wetlands Committee of Panama and the region.	At least three initiatives or technical actions have been coordinated by the center in conjunction with committees of wetlands in the region.	A. Reports reflecting synergies and coordinated initiatives.						
1.10. Participate in meetings and activities of other committees and conservation initiatives at local and regional level with the technical support of information and facilitation.	1.10.1 Number of important and tangible technical contributions at the end of the triennium.	At least 30 major and tangible technical contributions at the end of the triennium.	A. Reports reflecting the contributions.						
1.11. Updating the inventory of inland and coastal wetlands.	1.11.1 Number of new wetlands inventory in the region (emphasis on Component 1 Integral Plan of Wetlands of Panama).	At least one wetland inventory updated at the end of the triennium.	A. Document of Updated Wetland Inventory.						
1.12. Prepare an assessment of the environmental health of wetlands in three pilot sites in the region.	1.12.1. Number of diagnoses made in the region (emphasis on Component 1 Integral Plan of wetlands in Panama).	At least three diagnoses carried out in pilot sites.	A. Documents of carried out diagnoses.						
1.13. Develop a plan for monitoring the environmental health of wetlands.	1.13.1. Number of monitoring plans for wetlands in the region (emphasis in Component 1 of the Comprehensive Plan of Wetlands in Panama).	At least one monitoring plan prepared on wetlands.	A. Monitoring Plan prepared document.						
1.14. Support, as regional initiative, the Secretariat in all processes related to the implementation of the Ramsar Convention.	2.14.1. Number of coordination efforts and joint support CREHO-Ramsar Secretariat carried out during the triennium.	At least six joint efforts carried out.	A. Reports reflecting technical advance joint actions.						

**Objective 2 for the triennium. Strengthen the mechanisms required for the exchange of information and experiences that raise awareness of the population on the role of wetlands in the Western Hemisphere.**

Activities	Indicators	Goal	Means of Verification						
			2015		2016		2017		
			Semester	Semester	Semester	Semester	Semester	Semester	
			1	2	1	2	1	2	
2.1. Monitor the updating and implementation of the communications strategy and related manuals, including information material from new initiatives, and consolidated through the triennium.	2.1.1 Number of initiatives and information materials to the strategy developed and updated during the triennium	At least ten informational materials developed at the end of three years.	A. Information sheets, newsletters, updated website, audio visual material among others.						
	2.1.2 Percentage of progress in setting up an online system accessible storage of personal information, the Board and specialists associated with the Center.	100% installed online system accessible for storage of information to personnel, the Board, and specialists associated to the center.	A. Online system installed; documents with information system structure.						
	2.1.3. Percentage of progress on improvements to physical library and digitized information.	80% of the physical library with scanned documents ordered .	A. Library with organized information, scanned and organized file information.						
2.2. Coordinate an outline of communication and exchange among Focal Points of the Ramsar Convention, the STRP Focal Points and Wetland Committees.	2.2.1 Percentage of progress in developing a communications protocol for instances of Ramsar, integrated into the respective manual.	100% of the developed protocol, integrated into the communications manual.	A. Communications Manual with the integrated Communications Protocol.						
	2.2.2 Number of interesting experiences resulting in synergies with the Ramsar instances established	At least 5 experiences or synergies carried out.	A. Reports of technical progress reflecting experiences, memoirs, photos, events, and promotional documents.						
2.3. Manage a platform for the coordination of lectures and seminars for knowing the progress and the Center and other actors in the region.	2.3.1 Number of participants to which is applied a survey of needs for determining the priority areas for lectures and seminars.	At least 50 key actors in the region have been part of the survey of needs.	A. CREHO technical progress reports including activities carried out.						
	2.3.2. Percentage of progress in the technical coordination and logistics management platform.	80% of the platform has been coordinated with the early implementation of some tools.	A. Progress reports, technical documentation of the operating platform.						
	2.3.3. Number of activities carried out at the end of the triennium.	At least five test activities as the platform has been made at the end of three years.	A. Progress reports, technical documentation, summaries of activities, seminars and others.						
2.4 Identify community networks in wetlands that exist in the region.	2.4.1 Number of community organizations that exist by country, sub-region and the Hemisphere	At least seven community organizations in the region have been identified and established communication with the center.	A. Progress reports, profiles of organizations, communications, technical documentation.						
2.5 Develop virtual or face meetings with community organizations to exchange knowledge and experience through the use of information technologies.	2.5.1 Number of activities with community organizations.	At least two virtual or face meetings to exchange experiences carried out at the end of three years.	A. Progress reports, communications, technical documentation, summaries of activities, seminars, and others.						
2.6. Coordinate a Wetland Congress for the Americas to exchange information and presentation of progress on the implementation of the convention.	2.6.1. Percentage of progress in coordinating the conference.	100% of the coordination has been completed at the end of three years.	A. Technical progress reports.						
2.7. Develop scientific articles resulting from CREHO projects and research.	2.7.1 Number of scientific publications on wetlands written at the end of three years, submitted to scientific journals indexed-Peer review.	Submitted at least three scientific publications on wetlands written at the end of three years.	A. Written publications drafted.						
2.8 Prepare the triennium memoirs with all the important achievements of the Center.	2.8.1. Percentage of progress in developing memoir triennium to the center.	100% of the document prepared with integrated achievements in content, consolidating actions and synergies with key stakeholders and partners working on issues of management and wise use of wetlands.	A. A document of the Triennial Report.						

Objective 3 for the triennium. Contribute to the management and efficient implementation of financial resources that contribute to good management and wise use of wetlands at regional level, through the development of strengths and opportunities offered by the Center.									
Activities	Indicators	Goal	Means of Verification	2015		2016		2017	
				Semester		Semester		Semester	
				1	2	1	2	1	2
3.1. Coordinating the financial management of the center for three years promoting the unique character, pioneer, technical, basic structure, legitimacy, and defined niche of the organization supported by a Regional Initiative of the Ramsar Convention .	3.1.1. Number of development workers who add to the investment of financial resources through the Ramsar Regional Center.	At least seven development workers have contributed to the investment of financial resources for working with wetlands in the region through CREHO.	A. Report on the management of financial resources with future projections integrated into progress reports.						
3.2. Coordinate strategies for other actors to join as partners at various levels to generate joint proposals that generate financial resources applied in the use and management of wetlands in the region.	3.2.1 Numbers actors, initiatives and/or organizations that add to joint ventures for generating financial resources.	At least 7 actors, initiatives and/or organizations are added together with the center for generating proposals and joint projects.	A. Documents proposals developed in joint ventures.						
3.3 Develop a relationship with organizations active in the region as possible project-funders.	3.3.1 Number of organizations that provide matching funds for financing projects in wetlands.	At least 7 organizations provide matching funds resources for joint efforts in the region.	A. Financial documents supporting the amounts matching funds provided by organizations.						
3.4 Develop relations with sub-regional initiatives in the Americas (eg. Andean Community, Mercosur and CCAD).	3.4.1. Number of Regional Sub initiatives with which the center began a collaborative management (eg. CCAD, Andean Community)	At least two subregional initiatives initiated collaboration with the center at the end of three years.	A. Documents supporting collaboration, notes, memoranda, joint proposals.						
3.5. Working together with the Government of Panama and the Board of the Centre to the international community to promote the actions performed by the center in the region.	3.5.1. Number of joint efforts carried out.	At least 7 Important efforts have been coordinated with the Panamanian Government and the Board of the center to promote the benefits that represents the center for investment in wetlands in the region.	A. Documents that support joint work, memoirs, reports, communications.						
3.6. Establish and maintain the financial center strategy, according to new specific opportunities with the respective institutional strengthening and development of the organization.	3.6.1. Number of integrated innovations to the financial strategy of the center at the end of the triennium.	At least 4 new innovative recommendations integrated to the financial center strategy.	A. Document containing the updated financial strategy.						



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