



**United Nations
Environment
Programme**



UNEP/BUR/72/Inf.4
12 September 2011
ENGLISH



MEDITERRANEAN ACTION PLAN

Extended Meeting of the Bureau of the Contracting Parties to the
Convention for the Protection of the Marine Environment
and the Coastal Region of the Mediterranean and its Protocols

Athens, Greece, 3-5 October 2011

BARCELONA CONVENTION FUNCTIONAL REVIEW

UNEP/MAP – Barcelona Convention Functional Review

11 October – 15 December 2010

Nelson Andrade Colmenares
Coordinator
Caribbean Environmental Programme

Dionyssia Geka
Consultant

Table of Contents

1. Introduction: Executive Summary and Overview of Recommendations
2. Background and Rationale for the Review
3. Objectives Scope and Methodology of the Review
4. Review Recommendations and Implementation Timeframe
5. Issues for Further Review

Annexes

- | | |
|-----------|--------------------------------------|
| Annex 1 : | Functional Review TOR |
| Annex 2: | List of background documents |
| Annex 3: | Presentations |
| Annex 4: | Schedule of meetings |
| Annex 5: | List of questions used in the Review |
| Annex 6: | Athens mission report |
| Annex 7: | Revised Job Descriptions |
| Annex 8: | List of Acronyms |

1. Introduction: Executive Summary & Overview of Recommendations

The UNEP administered Mediterranean Action Plan for the Barcelona Convention (MAP), is readying itself to best meet the challenges of the future, as reflected in its evolving mandate and directives received by the Contracting Parties to the Convention.

In recent years, a number of milestone decisions taken by the MAP Contracting Parties have set the context for MAP's engagement. They have called for more effective MAP governance based on stronger cooperation and integration among MAP components, result oriented programming and planning, increased ownership of the Contracting Parties and higher visibility of MAP and the Barcelona Convention in the region. Furthermore, adopting the Ecosystems approach (IG 17/6), they have asked the MAP Secretariat to enhance its cooperation with other regional and international organizations and initiatives undertaking relevant work. The MAP Coordinating Unit has set out to achieve these goals, as reflected in the three pillars of its approved 5 year programme of work aiming to a) strengthen institutional coherence, efficiency and accountability, b) support the Contracting Parties to meet their compliance commitments and c) effectively manage and communicate information and knowledge. It has furthermore undergone a number of reviews (external evaluation 2006 and OIOS audit 2009) which have recommended stronger coordination and compliance mechanisms, enhancing partnership with EU bodies and others for resource mobilization and programme delivery, as well as harmonization of tasks and job descriptions to ensure they reflect functional demands and related competencies.

In this context, UNEP has undertaken a functional review of UNEP administered MAP components [i.e. the MAP Coordinating Unit and the Programme for the Assessment and Control of Marine Pollution in the Mediterranean Region (MED POL)] with the goal to identify the functions, skillsets and structure needed to best implement work priorities outlined in the Governance paper approved by the Contracting Parties in 2008, the decision on the Mandate of MAP Components and the five year programme of work adopted by the Contracting Parties in 2009. This functional review has aimed to further build on and advance the work done by the above mentioned earlier reviews and to identify concrete steps for implementing the earlier made recommendations.

The review has assessed UNEP/MAP as a whole in a functional, forward looking and participatory manner aiming to best help it establish and align the resources, expertise, structure and processes needed to deliver the vision articulated in the above cited decisions adopted by the Contracting Parties. It has diligently scrutinized functions, workflows, reporting lines and procedures checking for gaps, misalignments, duplication or fragmentation and applying a results based management approach that aims to strengthen decision making and accountability and renders UNEP/MAP more adaptive to evolving substantive and managerial demands. It has strived to consistently apply throughout the exercise the UNEP efficiency standards and organizational norms, drawing also on lessons from similar operations (such as other Regional Seas programmes and Convention Secretariats) and to strictly employ a methodology that ensures participation of key stakeholders, impartiality and practical feasibility to minimize operational disruption while best serving the decisions of the Contracting Parties.

As such, it has produced a set of key recommendations for change, together with a recommended implementation framework, that can help MAP to align, optimize and streamline its functions, structure and processes to meet the strategic work priorities approved by the Contracting Parties, while making best use of its resources and adapting to the emerging regional environmental dynamics relevant to its mandate. Additional recommendations are also made on carrying out a functional review of other MAP Components to identify steps needed for them to effectively implement their mandates and the Five Year Programme of Work.

Below the recommendations are presented highlighting key parameters to be applied in their implementation in order to better equip UNEP/MAP for delivering its mandated activities.

Functional Review Recommendation	Suggested Timing	Indicators of Impact
<p>A. Reprofile units to align with work priorities</p> <p>1. Implement the recommended organigramme for UNEP/MAP Coordinating Unit and MED POL applying the proposed Job Descriptions in line with UNEP authority and directives by Contracting Parties</p> <p>2. Conduct in- house skills inventory and capitalize on existing skillsets, as well as utilize proactively organizational staff training platforms and evaluation tools to systematize staff development and performance evaluation in direct linkage to unit work priorities</p>	<p>Phase I & II</p> <p>Phase I</p>	<p>-Enhance capacities for effective mandate delivery and efficient resource use (boosting tracking/ reporting compliance, integrated/focused programming /monitoring, resource sustainability, application of ecosystems approach, adaptability to evolving mandate needs etc)</p> <p>-Correct current disparity/imbalance among staff functions/levels/ workloads and harmonize posts in line with organizational norms and ensure sustainability in delivering key mandates within expected medium to longterm income</p> <p>-Clarify roles and promote decision making and accountability of managers in implementing MAP strategies</p> <p>-Enhance coherence among teams' workoutputs and between managerial and programming/ substantive functions for improved planning, coordination and monitoring/ reporting on programme of work</p> <p>-Clarify reporting lines dispersing ambiguities, risk of duplication, fragmentation, gaps</p>
<p>B. Proactively lead the MAP system in accordance with the provisions of the Governance paper and MAP Components mandate, as well as other CP decisions</p> <p>3. Be more result-oriented in planning, programming, coordinating and reporting; streamline and further standardize current UNEP/MAP operating procedures, practices and workflows between units following a results-based management approach to advance efficiency levels while boosting accountability, transparency and oversight in line with delegated authority.</p> <p>4. Strengthen coordination of the MAP system components, including the RACs, and enhance impact while ensuring conformity with their mandates and MAP priorities.</p> <p>5. Guide the MAP system in implementing the ecosystems approach and other emerging cross-cutting themes.</p>	<p>Phase I</p> <p>Phase II</p> <p>Phase II</p>	<p>-Boost oversight of the MAP system to promote integrated and coherent management in target setting, programming and communication</p> <p>-Adapt work processes, workflows and unit interactions to optimize efficiency and accountability</p> <p>-Augment capacities to respond to peak loads effectively and swiftly</p> <p>-Instill consistency and quality assurance for routine operations and responsiveness to complex or urgent demands</p> <p>-Facilitate and support the work of the Compliance Committee while assisting CPs in reporting and other legal requirements</p> <p>-Boost teamwork across units and backstopping potential at times of conflicting demands or peak workload</p> <p>-Promote good office practices, such as green office etc.</p>

		<p>-Delivery of quality periodic State of the Environment Reports</p> <p>-Ecosystems approach effectively integrated in UNEP/MAP activities in line with CP decision IG 17/6</p>
<p><i>C. Be catalytic and strategic about the future of MAP in the region by promoting visibility, enhancing relevance and mobilizing resources</i></p> <p>6. Develop and implement a resource mobilization strategy that will articulate the modalities for proactive engagement with important partners in the region, enhance MAP relevance and capitalize on emerging opportunities</p> <p>7. Implement the MAP Information and Communication strategy: 'Unify -Mobilize-Inspire'</p> <p>8. Implement the approved MAP strategy for engaging with NGOs</p>	<p>Phase I</p> <p>Phase II</p> <p>Phase II</p>	<p>-Ensure financial sustainability and continuity of MAP activities and operations in times of unpredictable international financial environment</p> <p>-Explore synergies/ complementarities with other regional players and reposition MAP as a platform for regional work relevant to its mandate</p> <p>-Guide MAP components to adapt to evolving socioeconomic and environmental developments in the Mediterranean context</p> <p>-Communicate and share knowledge to enhance effectiveness, relevance and visibility</p> <p>-Unify communications structure and message; Mobilize through strategic partnerships, tailored material and training; Inspire through advocacy and engagement of identified partners, public and media</p>

2. Background and Rationale of the Review

The Contracting Parties to the Barcelona Convention and the Mediterranean Action Plan (MAP) have taken important decisions, most notably in their last two meetings (Marrakech, November 2009 IG/19 and Almeria January 2008 IG/17) aimed to enhance MAP mandate delivery through coherence in MAP components' work, stronger focus on result oriented programming and planning, increased country ownership and higher visibility of MAP and the Barcelona Convention in the Mediterranean region. Of particular relevance are Decisions 17/6-Governance Paper and IC 19/4 –Mandate of the MAP Components which adopted the mandate of the Coordinating Unit and MAP Components and collectively demanded MAP to:

- Ensure effective implementation of the Barcelona Convention and its Protocols
- Support Contracting Parties' commitment and ownership
- Strengthen coordination and integration of MAP components and key actors
- Be result-oriented in planning and programming
- Enhance operational efficiency and resource allocation while optimizing accountability
- Streamline operations and structure while being adaptive to evolving needs and priorities
- Communicate and share knowledge to enhance effectiveness, relevance and visibility.

Within MAP, the Coordinating Unit has been requested to provide strong leadership by directing attention to the following priorities:

- Oversee the good functioning of the MAP system to enhance impact, through
 - Integrated and coherent management in target setting, programming and communicating
 - While ensuring conformity with their mandates, MAP strategies and priorities
- Track and report on CP compliance, while facilitating the work of the Contracting Parties to meet their commitments
- Ensure that efficiency, effectiveness, accountability and transparency guide resource usage in planning, implementing, monitoring and evaluation of activities
- Guide MAP components to adapt to evolving socioeconomic and environmental developments in the Mediterranean context
- Be strategic in promoting visibility and mobilizing resources
- Strive for synergies with identified partners to capitalize on emerging opportunities and enhance relevance in the region.

In addition to the above, a number of other thematic decisions taken by the Contracting Parties in Almeria and Marrakech [such as the Ecosystems approach (IG 17/6), Article 17 of the Barcelona Convention outlining the tasks of the MAP Secretariat, the Almeria and Marrakech declarations] set out further the parameters of strategic direction which MAP needs to pursue in the future (see Annex 2 for a full and detailed list of background documents this review draws upon).

Heading these demands of the Contracting Parties, MAP has taken up these issues in its approved Five Year Programme of Work (2010-2014), built around six themes: governance, integrated coastal zone management, biodiversity, pollution prevention and reduction, sustainable production, consumption and climate change and with the overarching goal of the ecosystems approach which cuts across the six themes. The governance theme is in turn organized along three pillars aiming to

- a) strengthen institutional coherence, efficiency and accountability
- b) support the Contracting Parties to meet their compliance commitments and
- c) effectively manage and communicate information and knowledge.

It has furthermore proactively initiated and undergone a number of reviews with the view to assess its readiness to implement these strategic priorities and lay the foundation for the changes needed to tackle the challenges of the future and follow CP directives. These reviews are listed below along with succinct outline of the respective main findings/ recommendations relevant to the scope of this review:

- (i) UNEP/MAP External evaluation (July 2006) recommending strengthened MAP coordination, compliance mechanisms, enhanced partnerships with EU bodies and others for resource mobilization and programme delivery
- (ii) OIOS audit report of UNEP/ MAP (May 2009) recommending to review current job descriptions to ensure they reflect task demands and related requirements for skills, competencies and experience
- (iii) Weber Shandwick report (May 2010) recommending a new MAP information and communication strategy to: unify communications structure and message; mobilize through strategic partnerships, tailored material and training; and inspire through advocacy and engagement of identified partners, public and media
- (iv) UNEP operational reviews and internal guidelines and procedures established over time to ensure consistency and coherence within MAP units and strive for adherence with organizational standards and established norms for similar operations.

All this work has taken place against the backdrop of further contextual developments with important bearing on MAP's work priorities and the manner in which it needs to engage in the region to increase its relevance and remain the catalyst for guiding CPs implement the Barcelona Convention and its Protocols:

- a) Global and regional environmental developments, such as climate change and biodiversity and the need for MAP to adapt to such emerging issues
- b) New conceptual developments such as the Ecosystems Approach

- c) Emergence of major regional players and potential MAP partners such as the European Union and its initiatives (EU Water and marine directives, Horizon 2020) the Union for the Mediterranean and its Mediterranean Water Strategy, the Global Environmental Facility (GEF), the World Bank and global conventions, making it imperative for MAP to establish strong links and explore synergies with a view to enhance implementation of the Barcelona Convention and its Protocols
- d) Need for MAP to be instrumental in the implementation of new or revised MAP legal instruments, such as the Protocol on Integrated Coastal Zone Management (ICZM) and ensure a proper functioning of the Compliance Committee and the reporting system.
- e) Employ methodologies that broaden the engagement of civil society partners.

Against this contextual backdrop UNEP/MAP is taking steps to ready itself in order to best deliver its evolving mandate and enhance its efficiency, accountability and effectiveness to meet future challenges. In this respect, it has undergone a functional review of the MAP components under its administrative authority, [i.e. the MAP Coordinating Unit and the Programme for the Assessment and Control of Marine Pollution in the Mediterranean Region (MED POL)] with the goal to identify the functions, skillsets and structure needed to best implement work priorities outlined in the approved Five Year Programme of Work and relevant CP directives and which could be sustainably implemented within the anticipated resource framework.

3. Objectives, Scope and Methodology of the Review

The operating framework of the Review has been an overall awareness of MAP's need to

- boost its capacity for coordination, governance and coherence of its components;
- ensure compliance and support to countries in meeting their obligations;
- enhance communication, knowledge sharing and visibility; and
- promote efficient resource use, effective programme delivery and accountability.

Furthermore, the Review has been guided throughout by the principles outlined by CPs in the Governance paper, to 'promote an organizational system that is consistent with the intent and obligations of the Barcelona Convention, its protocols and strategies; responsive to contemporary needs and priorities; efficient and effective to meet future goals; structured to optimize the use of resources'.

In line with the above, the Review's objective was to identify the functions, structure and skillsets which the MAP Secretariat and MED POL should employ in order to best align their work with the priorities and targets outlined in its Five Year Programme of Work (PoW) and serve its mandate in support of the Barcelona Convention and its Protocols. In addition, it examined for opportunities to best streamline internal processes and workflows to strengthen accountability and decision making and optimize efficiency within the resource framework available to MAP. It has produced a set of recommendations that can improve the overall coherence of MAP operations; increase transparency, efficiency and effectiveness throughout the spectrum of MAP activities, along with a recommended two-phase implementation framework.

The Scope of the Review, being a UNEP initiated exercise, has been strictly kept to the UNEP-administered MAP Components, i.e. the Coordinating Unit (Secretariat) and MED POL. However, given the integrated manner with which MAP activities often have to be carried out and particularly the coordinating role which the MAP Secretariat needs to perform in line with its mandate, it is recognized that many of the recommendations will have ripple effects in the manner with which it works with other MAP Components. This is anticipated to happen through its renewed focus in functions that will serve to enhance impact and programme delivery, alignment with directives and decisions of the Contracting Parties and related work efficiency improvements.

The Review was conducted over the period of 11 October – 15 December 2010. It has assessed the MAP Athens office as a whole, strictly focusing on functions, rather than posts or staff concerned, in order to delink it as much as possible from personnel considerations at this stage and keep it as much as possible objective and free from any prejudice that could compromise its integrity. While

recognizing that MAP has been active for close to 35 years and the offices concerned have a lot of institutional history, care has been taken to keep the review forward looking throughout the conduct of the exercise and not allow it be diverted by past issues but rather focus on helping MAP better adapt to serve its evolving mandate and be responsive to CP demands and regional developments.

The Review was led by the UNEP Caribbean Environment Programme Coordinator, thus serving to build on experiences of other UNEP administered Regional Seas programmes and supported by an external consultant experienced in change management within UN settings. The team ensured the exercise be carried out professionally, impartially and practically while drawing on UN experiences with relevant change processes.

The Review team duly took into consideration relevant UNEP organizational standards and norms for such operations, through close consultations with UNEP internal counterparts based in MAP Athens and UNEP offices in Geneva, including staff in advisory capacity to senior management on human resources issues, UNEP business centre focal points and other UNEP administered environmental conventions (see Annex 4 for schedule of meetings).

Following a preparatory desk review, the review was kickstarted with a visit by the review team to the MAP Athens office (25-29 Oct 2010) where at first a presentation was made outlining the objective, target outcome, scope and methodology of the review (see Annex 3 for presentation to MAP staff on 25 Oct 2010), It was duly followed by focused in depth consultations with units and individual staff to solicit inputs, share feedback, manage expectations and build a shared vision for meeting MAP future challenges. The discussions were carried out as open and participatory as possible and participation of concerned staff and management was very active, cooperative and fully engaged with the review objectives. A questionnaire of carefully drafted questions was used to probe into the issues and unit/staff interviews were conducted in a manner to allow for a SWOT-like analysis of the issues to emerge (see Annex 4 for list of meetings during the mission and Annex 5 for questionnaire). At the end of the mission, an exit presentation was made to staff (Annex 3, 29 Oct 2010) outlining preliminary findings/ recommendations and the timeline for the ensuing parts of the review.

The team departed Athens and continued its work from homebase (Jamaica and Geneva), closely liaising virtually to review additional relevant MAP documents made available during the mission by management and staff and consulting as needed with relevant UNEP focal points and guidelines to revise the UNEP/MAP organigramme and job descriptions for needed functions in the UNEP/MAP Secretariat and MED POL. In the course of the Review that followed, the consultant held several follow up phone consultations as needed with all UNEP/MAP unit heads (including management, administration, governance, communication, GEF and MED POL) to further seek clarifications, share feedback and exchange views on the proposals made in this paper.

The Review was concluded within the anticipated timeframe and has produced a set of recommendations that can help UNEP/MAP adopt a structure and staffing better aligned with the strategic priorities identified in the five-year PoW while adhering to UNEP organizational efficiency standards for similar operations within the UNEP/MAP projected resource framework.

4. Review Recommendations and Implementation Framework

Below the Review findings and recommendations are presented, organized in groupings along with relevant impact indicators. In terms of implementation timeframe, a two-phase approach is recommended that would respect practical considerations and minimize disruption to operations:

Phase I: to be launched immediately following UNEP management decision on the Review Recommendations, should address the recommendations falling within the authority of UNEP/MAP and senior UNEP management, such as

- a) those concerning the filling of positions currently vacant or soon to be vacant due to staff rotation, attrition etc, and
- b) the recommendations striving to streamline and boost efficiencies in administrative and other supportive functions.

Phase II: should address Review Recommendations beyond UNEP’s administrative authority requiring approval by the Contracting Parties to the Barcelona Convention, to be implemented following their consideration in the next Contracting Parties meeting scheduled for November 2011.

It is also recommended that the UNEP/MAP Secretariat reports periodically to the Bureau of the Contracting Parties on the functional review and its implementation status.

Functional Review Recommendation	Suggested Timing	Indicators of Impact
A. Reprofile units to align with work priorities		
<p>1. Implement the recommended organigramme for UNEP/MAP Coordinating Unit and MED POL applying the proposed Job Descriptions in line with UNEP authority and directives by Contracting Parties</p> <p>2. Conduct in- house skills inventory to capitalize on existing skillsets, as well as utilize proactively organizational staff training platforms and evaluation tools to systematize staff development and performance evaluation in direct linkage to unit work priorities</p>	<p>Phase I for vacant and soon to be vacant positions as well as admin/support functions; Phase II for all other functions</p> <p>Phase I & II</p>	<p>-Enhance capacities for effective mandate delivery and efficient resource use (boosting tracking/ reporting compliance, integrated/focused programming /monitoring, resource sustainability, application of ecosystems approach, adaptability to evolving mandate needs etc)</p> <p>-Correct current disparity/imbalance among staff functions/levels/ workloads and harmonize posts in line with organizational norms</p> <p>-Clarify roles and promote decision making and accountability of managers in implementing MAP strategies</p> <p>-Enhance coherence among teams’ workoutputs and between managerial and programming/ substantive functions for improved planning, coordination and monitoring/ reporting on programme of work</p> <p>-Clarify reporting lines dispersing ambiguities, risk of duplication, fragmentation, gaps</p>

The above organigramme outlines a streamlined structure recommended for UNEP/MAP Secretariat and MED POL, aimed to enhance clarity of roles, reporting lines, accountability and decision making. Furthermore, due attention has been paid to harmonize the corresponding Job Descriptions within MAP and in line with organizational norms. A summary of the proposed changes follows, while more details can be found in the corresponding revised Job Descriptions (Annex 7).

- a) Management: it is hoped that the appointment of MAP Coordinator/Executive Secretary will be finalized soonest by UNEP, to allow the unit staff to revert to normal workloads and dedicate due attention to strategic priorities. The Job Descriptions of the Coordinator and Deputy have not been revised (as this falls outside the TOR of this Functional Review), however it is recommended that the task distribution among them follows the guidance found in the MAP Governance paper (included in Annex 7) thus instilling stronger coherence between programming and management functions. A Programme Officer at the P3 level for Planning and Resource Mobilization is suggested to be added, funded by extra-budgetary sources. This will strengthen the UNEP/MAP capacity to develop and implement the resource mobilization strategy, as recommended by the MAP External Evaluation (July 2006). Two support staff functions are recommended at the G6 and G5 level and the corresponding JDs have been revised less than 20%, albeit the Administrative Assistant-G6 is suggested to be frozen pending mobilization of additional resources by the unit.

- b) Administration: it is recommended that the post of the Administrative Officer remains at P4 level, in line with organizational norms for such functions, albeit with some adjustment within the 20% margin. Similarly, the post of HR Assistant (G6) should remain at the same level with a less than 20% adjustment, as well as the post of the Clerk (G4), albeit the latter should also assume the function of office receptionist and reduce the driver duties to the minimum necessary. The function of Budget Assistant is downgraded from G7 to G6 in line with organizational standards, while the Meetings Assistant -G7 should also perform as Procurement Assistant-G6 creating one post of Meetings & Procurement Assistant-G6 and thus changing beyond the 20% margin. The functions of Payments-G5 and Travel-G6 are merged under the post of Payments & Travel Assistant-G5, also changing beyond the 20% margin. The function of IT Assistant-G7 is proposed to be outsourced to a subcontract with an IT service provider following a broad competitive process which should aim explore locally available options and allow the office to avail itself of IT needs coverage in the most efficient, flexible and economic manner market allows. The interface with the IT service provider can be covered by the Library Assistant-G5 which is proposed to be imbedded within the Administration unit, replacing the Librarian-G6 function which is presently with the Communications & Information unit and thus entailing more than 20% change of this function.

Governance: the function of Governance Programme Officer-P4 is recommended to remain at the same level with less than 20% adjustment. As this position is to become soon vacant due to the staff rotation exercise, it is suggested to make all efforts to fill the post as a matter of urgency. The function of the Legal Officer is found to be in line with organizational norms at the P3 level with no suggested changes, and it is hoped that the corresponding recruitment is finalized asap, to allow UNEP/MAP fulfill its role of supporting the compliance mechanism and corresponding CP commitments. The function of administrative support is recommended to be provided by a G5, abolishing the present G6 post. Within this unit it is recommended to allow for flexibility to engage through project positions the support that UNEP/MAP needs to coordinate cross-cutting themes, such as the ecosystems approach, support to the Mediterranean Commission on Sustainable Development (MCSO) and/or climate change adaptation.

- c) Information and Communications: the function of the Information & Communications Officer is recommended to be upgraded to a P4 reflecting the seniority and autonomy necessary to implement the Information & Communications Strategy in line with the Weber Shandwick report recommendations, as well as organizational standards. The current support function (Information Assistant-G5) is suggested to similarly be upgraded to an Information Assistant/Regional Media focal point-G6 with much more specialized skills and direct coverage for Arab media, in line with organizational practices for such functions. The function of Librarian is merged with IT interface under a G5 post and imbedded in administration (see c) above).

GEF project: the functions of GEF Project Manager-P5, Marine & Coastal Expert-P3 and Administrative Assistant (G6) are recommended to remain at their respective levels with adjustments less than 20%, reflecting organizational norms for such operations.

- d) MED POL & Marine Quality: the function of MED POL Manager (replacing the current one of MED POL Coordinator) is substantially revised to adapt to evolving needs of the programme, putting due emphasis on the production of the State of the Environment Report and is recommended at the P5 level in line with organizational norms for such functions. The functions of MED POL Scientist and Programme Officer have been adjusted within the 20% margin and are recommended to remain at the current P4 levels. The administrative support is suggested to be provided by an Administrative Assistant-G5, abolishing the current G4 post. A national officer position is envisaged that might be required at a later stage to support delivery of the 2011 and beyond MED POL component for the GEF project. The function of a database assistant-G4 which has been suggested by the MED POL team can be for the time being covered by General Temporary Assistance or SSA contract until budget permits and functional needs prove to be ongoing rather than seasonal demand.
- e) After more than 20 years, it is also recommended that the partnership with WHO be reviewed and redefined with a view to establish a more balanced partnership in order to reduce the

burden to the MAP trust fund. Also a better balance should be found in the distribution of funds between activities and salaries.

Overall, in line with organizational HR guidelines and to minimize disruption to UNEP/MAP operations, it is recommended to confirm all staff for positions where the corresponding JDs have not changed level and the revisions are within 20%. On the other hand, functions which are suggested to be revised beyond the 20% margin should be filled following due organizational process at the appropriate time (phase I or II depending on the nature of the function). With regard to human resource management issues, it is recommended to undertake an in-house staff skills inventory at the opportune time and to use more proactively the PAS as a staff development tool as well, in addition to being an instrument for staff work-planning and performance evaluation. Furthermore, staff should be encouraged to apply for the organizational rotation programme in pursuit of skills development and professional growth, as recent success examples of UNEP/MAP staff has demonstrated. Finally, the office should explore more systematically filling suitable positions through JPO agreements with interested donors and other Contracting Parties in coordination with UNEP Headquarters.

Functional Review Recommendation	Suggested Timing	Indicators of Impact
<i>B. Proactively lead the MAP system in accordance with the provisions of the Governance paper and MAP Components mandate, as well as other CP decisions</i>		
3. Be more result-oriented in planning, programming, coordinating and reporting; streamline and further standardize current UNEP/MAP operating procedures, practices and workflows between units following a results-based management approach to advance efficiency levels while boosting accountability, transparency and oversight in line with delegated authority.	Phase I	<ul style="list-style-type: none"> -Boost oversight of the MAP system to promote integrated and coherent management in target setting, programming and communication -Adapt work processes, workflows and unit interactions to optimize efficiency and accountability -Augment capacities to respond to peak loads effectively and swiftly -Instill consistency and quality assurance for routine operations and responsiveness to complex or urgent demands
4. Strengthen coordination of the MAP system components, including the RACs, and enhance impact while ensuring conformity with their mandates and MAP priorities	Phase II	<ul style="list-style-type: none"> -Facilitate and support the work of the Compliance Committee while assisting CPs in reporting and other legal requirements -Boost teamwork across units and backstopping potential at times of conflicting demands or peak workload
5. Guide the MAP system in implementing the ecosystems approach and other cross-cutting emerging themes	Phase II	<ul style="list-style-type: none"> -Promote good office practices, such as green office etc. -Delivery of quality periodic State of the Environment Reports -Effectively integrate the ecosystems approach in UNEP/MAP activities in line with CP decision IG17/6

It is recommended to adopt and systematically apply a results based management approach in work planning, programming and monitoring/reporting of UNEP/MAP activities for the five and two year programmes of work respectively. This should be overseen by the Deputy Coordinator on an ongoing basis, liaising with all teams and units across UNEP/MAP and cover substantive and managerial inputs needed to ensure programmatic targets are met within the resources available. Frequent (monthly) planning and programme monitoring meetings should become part of the normal office conduct and standardized templates utilized to report progress against the approved programme of work and budget on a regular (quarterly) basis.

The UNEP/MAP office has in recent months done significant work in establishing Standard Operating Procedures (SOPs) for key processes, such as procurement, issuance of SSAs and SSFAs, payments, progress, organizing of meetings and travel. It is further recommended to streamline and standardize office practices for these functions and ensure staff is held accountable for their consistent application. This should be achieved by placing related functions under the oversight of the administrative unit overseen by the Administrative Officer, as can be seen in the suggested organigramme, clearly designating focal points for each of these functions. This rationale permeates the changes introduced in the corresponding support job descriptions rendering these administrative functions. In addition to the posts within the administration unit, it is recommended that the administrative officer exercises oversight as 2nd supervisor for the GEF project assistant in carrying out their administrative duties.

Furthermore, to eliminate any possibility for fragmentation, duplication or ambiguity, it is recommended to further adjust current SOPs in line with organizational rules and procedures to clarify the division of labour between staff in the administrative unit and other units' assistants when working as teams for organizing meetings, travel, procurement etc. These steps should enhance efficiencies and coordination of parallel tasks.

It is suggested to explore options for outsourcing additional services to external travel companies and utilize them when economical while ensuring adherence to organizational rules for travel. Similarly and to alleviate related staff workload, it is recommended to undergo a competitive bidding exercise to establish long term agreements with other providers of frequently used services, such as meeting/conference venues, translators/interpreters etc. Finally, within the delegated authority by UNEP/HQ, it is recommended to apply the lumpsum option as and when feasible for meeting participants.

In the spirit of economizing on travel and promoting office greening, it is recommended to explore the possibility of videoconferencing when suitable and feasible.

It is recommended to ensure the operation of a backup system of designated alternates and business continuity plan for key functions, such as for certifying/approving officers, evaluation committee membership, payments, meetings, travel etc This will allow staff to develop diverse skills outside their normal duties and provide the office with additional capacities which can be drawn upon at peak times as needed.

It is recommended to allow for flexibility in exercising leadership within the MAP system for the implementation of cross cutting priorities as they emerge, such as the ecosystems approach, climate change adaptation etc. This can be explored through the implementation of special projects as it is a core responsibility given to the MAP Secretariat in the CP decision IG17/6 on the implementation of the ecosystems approach, therefore necessitating proportionate increase in the required capacity of the Secretariat to implement the decision.

Functional Review Recommendation	Suggested Timing	Indicators of Impact
<i>C. Be catalytic and strategic about the future of MAP in the region by promoting visibility, enhancing relevance and mobilizing resources</i>		
6. Develop and implement a resource mobilization strategy that will articulate the modalities for proactive engagement with important partners in the region, enhance MAP relevance and capitalize on emerging opportunities	Phase II	<ul style="list-style-type: none"> -Ensure financial sustainability and continuity of MAP activities and operations in times of unpredictable international financial environment -Explore synergies/ complementarities with other regional players and reposition MAP as a platform for regional work relevant to its mandate
7. Implement the MAP Information and Communication strategy: 'Unify - Mobilize-Inspire'	Phase II	<ul style="list-style-type: none"> -Guide MAP components to adapt to evolving socioeconomic and environmental developments in the Mediterranean context
8. Implement the approved MAP strategy for engaging with NGOs	Phase II	<ul style="list-style-type: none"> -Communicate and share knowledge to enhance effectiveness, relevance and visibility -Unify communications structure and message; Mobilize through strategic partnerships, tailored material and training; Inspire through advocacy and engagement of identified partners, public and media

As referred to in the five year programme of work and reiterated in more recent Bureau meetings, there is pressing need to develop and implement a resource mobilization strategy that will provide the steps and tools for proactively investing in partnerships with key regional players, such as the European Union, Global Environmental Facility, the Union for the Mediterranean, bilaterals and others. This should be supported and facilitated by the Planning & Resource Mobilization Officer-P3 embedded in the Management office under the oversight of the Deputy Coordinator and should work towards ensuring the financial sustainability of MAP programmes and activities even during stringent financial times. Such strategy should also provide for a more systematic practice in negotiating support/management fees for executing future projects with GEF/WB and other partners, involving the administration unit as focal point for all finance matters pertaining to MAP. At the same time, in engaging with various partners synergies and complementarities can be explored with the aim of increasing MAP's relevance in the region and hopefully reposition it as a regional platform for relevant activities.

An assessment for introducing mechanisms to address the question of MAP Trust Fund arrears is recommended. It could also address issues such as in kind contributions in country workshops, meetings etc while ensuring that such measure doesn't undermine the Trust Fund as the core funding source of the MAP.

It is recommended to implement the MAP information and communications strategy under the campaign 'Unify-Mobilize-Inspire' as recommended in the Weber Shandwick study, overseen by the Information & Communications Officer and under the guidance of the MAP Coordinator/Executive Secretary. This should allow UNEP/MAP to communicate and share relevant knowledge across MAP components with a view to enhance effectiveness in mandate delivery and visibility in the region.

Finally, it is recommended to implement the approved MAP strategy for engaging with NGOs and civil society, supported by the Governance Programme Officer under the overview of the MAP Coordinator/Executive Secretary.

5. Issues for further review

It is recommended to extend this functional review to other MAP components not administered by UNEP, particularly the Regional Activity Centres. Given the integrated manner with which MAP activities need to be delivered and the coordinating role of the MAP Secretariat, it is imperative to explore ways to enhance cohesion and synergies across the spectrum of MAP work-streams. The review should examine how the UNEP/MAP Secretariat can better oversee the MAP system and enhance the impact of various components through integrated and coherent management in target setting, programming and communicating, while ensuring conformity with their roles and mandates, MAP strategies and priorities. A prerequisite for this is that the institutional agreements concerning the status of the various RACs be formalized, therefore the parties are urged to finalize these as a matter of priority in order to clarify their legal status and strengthen the coherence of the MAP system.