

Decision IG.20/13

Governance

The 17th Meeting of the Contracting Parties,

Recalling Article 17 of the Barcelona Convention for the Protection of the Marine Environment and the Coastal Region of the Mediterranean hereinafter referred to as the Barcelona Convention;

Recalling also Decisions IG 17/5 regarding the Governance paper adopted by the Contracting Parties at their 15th Meeting held in Almeria (Spain) in 2008 launching a MAP-Barcelona Convention Governance reform as well as follow up decisions IG 19/5 on the Mandates of the MAP Components and IG 19/8 including the first Five-Year Strategic and Integrated Programme of Work which was adopted by the 16th Meeting of Contracting Parties held in Marrakesh (Morocco) in 2009;

Reaffirming the commitment of the Contracting Parties to continue strengthening the MAP-Barcelona Convention's governance system based on increased ownership by the Contracting Parties; cooperation and integration among MAP components towards agreed overarching priorities; result oriented programming and planning; higher visibility of the MAP-Barcelona Convention; and, increased synergy, cooperation and partnership with relevant regional and global institutions and initiatives as called for in the Marrakesh Declaration adopted by the Ministers and Heads of Delegation at the 16th Meeting of Contracting Parties to the Barcelona Convention in 2009;

Welcoming steps taken to establish cooperation with regional and global initiatives, Multilateral Environmental Agreements and international organizations including but not limited to CBD, GFCM, UfM, EEA and IUCN and encouraging the Secretariat to also strengthen its cooperation with civil society partners in line with Decision 19/6 adopted by the 16th Meeting of Contracting Parties in Marrakesh (2009) with a view to ensuring synergy, enhancing efficiency, multiplying impact and avoiding duplication;

Recognizing the role of the Mediterranean Commission for Sustainable Development (MCSD) in providing a useful multi-partner platform to contribute to regional sustainable development and provide a valuable advise to Contracting Parties in this regard, however emphasizing the need for better focusing the MCSD contribution to the MAP system taking into consideration the results of the discussions to be held in Rio+20;

Appreciating the progress achieved with regard to the actions needed to bring MAP system into line with the Governance Paper, including Measures already taken to improve fund management, address deficit and to enhance delivery of the Programme of Work (UNEP(DEPI)/MED WG.363/Inf.22) and further ideas and discussions on ways to improve the governance of the MAP-Barcelona Convention held at the 72nd and 73rd Bureau of Contracting Parties (Athens, Rome), while stressing the necessity to urgently complete and implement all the actions included into the Governance Paper; also endorsing its satisfaction with regards to the progress achieved and suggestions made in the areas of communication and planning;

Welcoming the progress made in the preparation of the new Host Country Agreements for the MAP Regional Activity centres in accordance with the Governance Paper and endorsing the recommendations made by the 70th Bureau of the Contracting Parties to the Barcelona Convention held in Rabat (Morocco) in this regard;

Acknowledging the significant role UNEP plays in carrying out the functions of Secretariat to the Barcelona Convention and its Protocols and welcoming UNEP's proposal to cooperate with the Contracting Parties in clarifying and updating the administrative arrangements governing its action as administrator of the Barcelona Convention, and hence emphasizing the urgent need to finalize a specific Agreement on the matter;

Emphasizing the need to continue improving MAP governance by further enhancing the coherence, efficiency, accountability and transparency of its operations;

Acknowledging the need to enhance accountability, collaboration and coordination across the MAP system, and the role of the Executive Coordination Panel to that end;

Decides:

To request the Bureau with the support of the Coordinating Unit to start a process of reviewing the terms of reference of the Bureau for the consideration of the 18th Contracting Parties;

To request the Coordinating Unit to start a process of reviewing the terms of reference of the Executive Coordination Panel for the consideration of the 18th Contracting Parties;

To request the Secretariat, in prior consultation with the Bureau of the Contracting Parties, to prepare formal collaboration with the GFCM, CBD, IUCN and UfM and, as stipulated in article 11 of its ToR and to initiate cooperation and partnership with other relevant regional and global Organizations, as appropriate, and to present the results for adoption by the Parties;

To request the Secretariat to complete the review of the current list of MAP partners on the basis of the criteria established in Decision 19/6 on "MAP/Civil society cooperation and partnership" and submit the list for consideration and approval by the Bureau of the Contracting Parties during next biennium and submit it for endorsement by the meeting of the Contracting Parties;

To invite the Steering Committee of the Mediterranean Commission for Sustainable Development (MCSD) to work, taking into consideration the availability of funds in consultation with the Bureau of the Contracting Parties and with the assistance of the Secretariat, on reforming the MCSD in particular through (i) revising its composition to ensure greater representativeness and foster a sense of ownership by the entire Mediterranean; and, sharpening its role and further enhancing its contribution to sustainable development in the Mediterranean and the national level as well as the mechanisms of Barcelona Convention and present the results for adoption by the Parties. To this end, the conclusions and recommendations of its 14th meeting (Budva, Montenegro, 2011), as well as the upcoming Results of the Rio+20 Summit (2012) should be considered, as appropriate;

To urge countries hosting MAP Regional Activity Centres to finalize the new Host Country Agreements as soon as possible, in accordance to the draft prepared and submitted to them by the Secretariat and attached as Annex I to this decision, taking into account domestic laws, regulations and practices, while respecting the common interest of all parties in better coherence and coordination and in the financial implications for the MTF:

To urge the Coordinating Unit to develop a common policy for all MAP components, to be submitted to the COP, on the costs of administration and staff. This policy should be based on the results of the Functional Review as approved and ensure that the MTF resources will be appropriately* allocated among all MAP components to ensure the full and timely implementation of the programme of work.

To request the Coordinating Unit to ensure that all consultancy contracts financed from the MTF will be let in accordance with the procedures established in the United Nations Rules and Regulations. While fully respecting the management role of the Coordinating Unit, in the participatory spirit of MAP, national focal points will be informed in a timely manner of the proposed use of consultants by all the MAP components

To request that the Directors of the MAP components establish regular contacts with their relevant focal points to ensure a fully coordinated and synergistic implementation of MAP activities and in particular to previously agree on the workload to be carried out by the Countries.

To take note of the Functional Review carried out for the Coordinating Unit and MEDPOL and **to request** the Secretariat to extend the process, in appropriate manner accompanied by a management by performance assessment, to cover the whole MAP system, taking into account the specificity, mandate and context of each MAP component. The Functional Review should be carried out in accordance with the ToR set out in Annex II of this decision, during 2012. All necessary consultations will take place during 2013 to prepare a proposal on implementing the outcome of the functional review and its implications for the budget for consideration and adoption by the Contracting Parties in 18th meeting;

To request UNEP to work during the next biennium with the Bureau of the Contracting Parties on finalizing a Memorandum of Understanding concerning the Secretariat Services to and support of the Convention, including the policy on bad debts and to submit the Memorandum of Understanding to the 19th Meeting of Contracting Parties;

To adopt a first Resource Mobilization Strategy in Annex III to this Decision, and to request the Secretariat and invite the Contracting Parties to use it to guide their efforts to ensure adequate financial resources for the activities in the Programme of Work, and further to request the Secretariat to make proposals as appropriate for the enhancement of the Strategy for consideration and adoption at the 18th Meeting of the Contracting Parties.

To adopt the UNEP-MAP Communication Strategy 2012-2017 in Annex IV to this Decision and request the Secretariat to work on its implementation within available resources, in cooperation with INFO/RAC and other relevant MAP components, and in partnership with relevant stakeholders, MAP partners and Contracting Parties themselves. In this context, Contracting Parties will collaborate in achieving the objectives outlined in the strategy and support the Secretariat in mobilizing other actors and inspiring partners and stakeholders.

*Availability of funds

Appropriateness of the activity

Integration of the activity into the work programme

ANNEX I

Host Country Agreement

**AGREEMENT BETWEEN
THE GOVERNMENT OF**
AND
THE UNITED NATIONS ENVIRONMENT PROGRAMME (UNEP)
CONCERNING
AS A REGIONAL ACTIVITY CENTRE (RAC) OF THE
MEDITERRANEAN ACTION PLAN (MAP)

DRAFT

The Parties to the present Agreement,

Desiring to define the status of in its capacity as a Regional Activity Centre of MAP insofar as the Contracting Parties to the Barcelona Convention have agreed to vest it with a mandate [through the Protocol on...../decision.....] for carrying out activities aimed at implementing the Protocol on at the regional level; and other regional responsibilities in accordance with the decisions of the Meetings of the Contracting Parties of the Barcelona Convention and its Protocols;

Considering that UNEP has been entrusted by the Contracting Parties to carry out functions of Secretariat and support them in implementing the Barcelona Convention and its Protocols, which it carries out directly through the Coordinating Unit of the Mediterranean Action Plan (MAP) or, under Coordinating Unit's supervision, through MAP's Regional Activity Centers;

Taking into account that the RAC..... being the national entity established by the Government to carry the RAC's functions and being legally independent from the UN, is a RAC of the Mediterranean Action Plan (MAP), and has thereby been entrusted with a supporting and technical role in accordance with the functions assigned to it in Article of the Protocol/in paragraph..... and Decision

Recalling decision IG 17/5 of the 15th Meeting of the Contracting Parties (Almeria, Spain, January 2008) entitled "Governance Paper", requesting the harmonization of the institutional status of the Regional Activity Centers and the coherent implementation of their activities led by the Coordinating Unit for the Mediterranean Action Plan so that a fully functional and consolidated system of good governance for MAP will be achieved;

Recalling decision IG 19/5 on the mandates of the MAP components, as adopted by the 16th Meeting of the Contracting Parties (Marrakech, Morocco, November 2009) providing for a clear definition of the regional mandates and main tasks of each of the MAP Regional Activity Centers under a set of common strategic and operational principles;

Recalling, also that the Government of is a Party to the Convention on Privileges and Immunities of the United Nations adopted by the General Assembly of the United Nations on 13 February 1946,

Have agreed as follows:

ARTICLE 1: USE OF TERMS

For the purposes of the present Agreement, the following definitions shall apply:

- (a) “*Barcelona Convention*” means the Convention for the Protection of the Marine Environment and the Coastal Region of the Mediterranean, done at Barcelona on 16 February 1976, as amended on 10 June 1995;
- (b) “*UNEP*” means the body designated as responsible for carrying out secretariat functions pursuant to Article 17 of the Barcelona Convention and referred to as the Secretariat;
- (c) “*Coordinating Unit for the Mediterranean Action Plan*” (hereinafter referred to as MAP Coordinating Unit) means the Unit within the United Nations Environment Programme (UNEP) designated by the Executive Director of UNEP as responsible for the administration of MAP;
- (d) “*General Convention*” means the Convention on the Privileges and Immunities of the United Nations adopted by the General Assembly of the United Nations on 13 February 1946;
- (e) “*RAC*” means the national entity established by the Government of....., as MAP Regional Activity Centre{title} by decision{number} of the meeting of the Contracting Parties in {year}.
- (f) MAP components are the Regional Activity Centers of MAP and the MEDPOL Programme which mandates are described in Decision IG 17/5.

ARTICLE 2: PURPOSE

1. The purpose of this Agreement is to regulate the status of the Regional Activity Centre....., to operate as an integral part of MAP, with regional tasks and responsibilities, whose work is entirely focused on the implementation of the Barcelona Convention and its Protocol on.....
2. This agreement also aims at outlining the modality of working relationships with the MAP Coordinating Unit and the other MAP components.

ARTICLE 3: LEGAL CAPACITY

The RAC..... shall have legal personality, independent from that of UNEP and the UN, and as accorded by the legislation of the Government of..... It shall in particular have the capacity to contract, to acquire and dispose movable and immovable property and to be a party to legal proceedings, including the receipt and management of funds.

ARTICLE 4: PREMISES

1. The Government of shall ensure the availability of adequate premises needed for the work of the RAC, including furnishing of the premises, telecommunication facilities and maintenance of these premises and facilities, and shall provide an in-cash counterpart contribution for the general operation of the RAC and for the implementation of the regional activities assigned to the RAC.
2. The RAC shall be located in{place}.

ARTICLE 5: MANDATE AND TASKS

1. In carrying out its regional role, the RAC, following internal arrangements with the government of..... , who proposed it, shall perform the tasks assigned to it by the Protocol onof the Barcelona Convention, decisions of the Meetings of the Contracting Parties, and those deriving from the implementation of the functions entrusted to it by the Coordinator of MAP.
2. Specific activities under such tasks, as well as the relevant implementation modalities and legal and financial obligations of the RAC, shall be specified in memoranda of understanding and specific project documents to be signed between the RAC and UNEP.
3. The RAC shall protect, in accordance with the decisions of the Contracting Parties, the confidentiality of information transmitted to the RAC, in the framework of its mandate, regional role and tasks.

ARTICLE 6: FINANCIAL RESOURCES

1. The contribution provided by the Government of for the RAC under Article 4(1) shall be paid directly by the Government to the RAC. The amount of such resources (cash and kind) shall be pledged at the Meetings of the Contracting Parties to the Convention.
2. The financial resources provided to the RAC through the Mediterranean Trust Fund (MTF) shall be kept by UNEP in a duly designated bank account in the currency in which they are to be remitted. These resources will be available to the RAC for the implementation of its programme of work as adopted by the Meetings of the Contracting Parties, in conformity with the memoranda of understanding and specific project documents signed for that purpose between the RAC and UNEP.
3. The RAC shall submit an annual audit report to the MAP Coordinating Unit and the Bureau of the Contracting Parties. The RAC will ensure that such audit is performed by an independent and reputable audit firm.
4. The MAP Coordinating Unit reserves the right to have the records of the RAC related to the MTF and UNEP managed funds reviewed and audited, in accordance with the internal and external auditing procedures provided for in the UN Financial Regulations and Rules. The Government and the RAC agrees to provide its full and timely cooperation with any such inspection, post-payment audits or investigations.

These rights and obligations of the Parties stipulated herein under Article 6 paragraph 4 shall not lapse upon termination of this agreement.

5. Within the scope of its applicable regulations, rules and standard business practices, the Government of and UNEP, individually or jointly, shall seek additional funding or other support for the RAC from sources other than the Mediterranean Trust Fund, in the framework of a MAP Joint Resource Mobilisation Plan and for the purpose of increasing the capacity of the RAC in the implementation of its programme of work as adopted by the Meetings of the Contracting Parties.

ARTICLE 7: MEETINGS AND CONFERENCES

1. Meetings and Conferences organized by the RAC in carrying out its mandate and regional tasks shall be open to all participants designated by the focal points of the Contracting Parties to the Convention and MAP Partners in accordance with the decisions of the Meetings of the Contracting Parties.
2. The Government of shall extend to such participants the privileges and immunities provided under Article IV of the General Convention. Such immunities will be provided to participants to meetings convened under UNEP auspices, to funds provided by UNEP and to the UNEP staff assigned to work with the RAC for the meeting.

ARTICLE 8: EMBLEMS, LOGOS, LANGUAGE, VISIBILITY

1. The RAC's right to use of the name, emblem or logos of UNEP, or any abbreviation thereof, in publications and documents produced by the RAC, is subject to prior written authorization by UNEP in each case and shall be included in subsequent pertinent agreements between the RAC and UNEP, in accordance with the UN regulations, rules and standard business practices.
2. In no event will authorization of the UNEP name or emblem, or any abbreviation thereof, be granted for commercial purposes.
3. As MAP working languages are English and French, all efforts shall be made to use both languages in meetings and RAC's publications.
4. The RAC shall contribute to enhancing the impact and overall visibility of MAP across the region on the basis of a corporate and integrated approach as decided by the Meetings of the Contracting Parties.

ARTICLE 9: RELATIONSHIPS

1. The RAC shall provide information on the implementation of its mandate and activities to the focal points of the Contracting Parties to the Convention. For the preparation and implementation of the programmes of work and its specific technical outputs the RAC is guided by the RAC focal points views, to whose meetings it provides technical support and secretariat services, as appropriate.

2. The Government of shall designate a competent government authority to communicate and exchange information with the RAC and to support and facilitate, as appropriate, the implementation of the RAC's mandate and regional tasks within the country.
3. The activities of the RAC shall be carried out under the general programmatic guidance and oversight of the MAP Coordinating Unit which certifies implementation of the entrusted activities. To this end, the MAP Coordinating Unit shall *inter alia*:
 - a) monitor the implementation of the RAC's programme of work as adopted by the Meetings of the Contracting Parties and report regularly to the Contracting Parties thereon;
 - b) provide formal and informal guidance to the RAC on issues requiring its involvement in the RAC's work, particularly on cross-cutting issues, issues of legal nature, visibility of the MAP system, coordination of the RAC's activities with that of other MAP components and overall representation and coordination with various international organizations and programmers of MAP relevance;
 - c) undertake any additional action to facilitate the more effective and efficient programmatic coordination and oversight that may be assigned to it by the Meetings of the Contracting Parties
4. The RAC shall closely cooperate with other MAP components with a view to ensuring coherence, integration, efficiency and effectiveness in implementing MAP's programme of work as adopted by the Meetings of the Contracting Parties.

ARTICLE 10: GOVERNANCE STRUCTURE

Insofar as the Contracting Parties have given to the RAC the mandate to implement activities under the MAP and in particular the Protocol on....., and that the government ofproposed to host the RAC and abide by the decisions of the Contracting Parties as regards the functioning of the RAC and the provision of the necessary means and facilities for its operation, further to the agreement of the Contracting Parties, the Governance Structure of the RAC shall be as follows:

(A) The Steering Committee

1. The RAC shall be guided by a Steering Committee composed of:
 - a) One Representative of the Host Country;
 - b) One Representative of the MAP Coordinating Unit;
 - c) One Representative of the UNEP programmatic area or UN entity that is relevant to the area of expertise and mandate of the RAC, as appropriate
2. The Steering Committee shall be endowed with all powers necessary for the guidance of the RAC. To this end, it shall *inter alia*:

- a) Advice on evolving international knowledge and experiences related to the purpose and mandate of the RAC and on useful synergies to be established with relevant organisations with a view to maximizing the achievements of the RAC and compliance of its mandate;
 - b) Review generally the implementation of projects according to memoranda of understanding and project documents signed between the RAC and UNEP, as well as overall operational issues;
3. The Steering Committee shall develop and adopt its rules of procedure.

(B) The Advisory Board

1. The RAC may establish an Advisory Board which shall offer advice to the Steering Committee and to the Director on the role and the performance of the tasks of the RAC as provided in Article 5, ensuring that a wider perspective is taken into account and an interdisciplinary and integrated approach is promoted.
2. The specific terms of the function of the Advisory Board and its composition are approved by the Steering Committee.

(C) Director

1. The RAC shall have a full-time Director, who shall administer the RAC, and such personnel, appointed in accordance with the provisions of this Article, as is necessary for the exercise of its functions.
2. The Director of the RAC shall be appointed following consultations with the MAP Coordinating Unit.
3. The Director shall represent the RAC and, subject to the provisions of the present Agreement, shall have responsibility for the operation and administration of the RAC in conformity with the guidelines adopted by the Steering Committee.
4. The Director shall convene the Steering Committee as need be, prepare the provisional agenda for its sessions and submit to it any proposals which he/she considers desirable for the running of the RAC.
5. The Director shall draw up and submit every six months a report to the MAP Coordinating Unit, an annual report to the Steering Committee, and a bi-annual report to the Meetings of the Contracting Parties to the Barcelona Convention on the activities of the RAC, through the MAP Coordinating Unit.
6. The Director shall, from time to time, communicate to the government ofand the MAP Coordinating Unit a list of all internationally recruited personnel and experts of the RAC, and additions or amendments to the list as necessary.

(D) PERSONNEL

1. Locally recruited personnel, whose posts are financed by the Government, will be appointed by the Director in accordance with the national law.

2. Locally recruited non-UN personnel, whose posts, in accordance with the decisions of the Meetings of the Contracting Parties to the Barcelona Convention and its protocols, are financed from the MTF and other UNEP managed funds, shall be appointed by the Director in accordance with the personnel policies applicable to the RAC, and after consultation with the MAP Coordinating Unit.
3. Internationally recruited non-UN personnel, whose posts, in accordance with the decisions of the Meetings of the Contracting Parties to the Barcelona Convention and its protocols, are financed from the MTF and other UNEP managed funds, shall be appointed by the Director, in accordance with the personnel policies applicable to the RAC, and after consultation with the MAP Coordinating Unit.
4. The selection and appointment of UN personnel assigned to the RAC shall follow the applicable UN rules and procedures.
5. Consultants for the RAC, whose engagement is financed from the MTF and other UNEP managed funds shall be selected by the RAC following UNEP criteria and policies as well as those adopted by the Meetings of the Contracting Parties.
6. The Government of shall take the necessary steps to simplify the procedures for issuing entry visas, residence permits, and work permits to internationally recruited personnel and members of their families forming part of their households. In the case of UN personnel assigned to the RAC, the provisions of the General Convention shall apply.
7. The Government of shall take the necessary steps to simplify the procedures for granting entry visas to representatives or experts of the Contracting Parties on official MAP business.

ARTICLE 11: PRIVILEGES AND IMMUNITIES OF UNEP PROPERTY, FUNDS AND ASSETS

1. Property, funds and assets held by or for the use of the RAC, which were acquired with financing from the MTF and other UNEP managed funds, and which are property of UNEP, wherever located and by whosoever held, shall enjoy immunity from any form of legal process.
2. UNEP's property, funds and assets, as defined in paragraph 1, shall be exempt from all direct taxes, value added tax, customs duties, prohibitions and restrictions on imports and exports, and social security contributions, as appropriate.
3. The salaries and emoluments of staff appointed by UNEP shall be exempt from taxation.
4. UNEP's archives held by the RAC in the exercise of its mandate and regional tasks shall be inviolable. The term archives includes, *inter alia*, all records, correspondence, documents, manuscripts, photographs, films, recording, discs, tapes and other information storage devices.

ARTICLE 12: PRIVILEGES AND IMMUNITIES OF UN PERSONNEL AND EXPERTS

UN personnel assigned to work in the RAC and experts on missions traveling to in their official capacity in connection with the activities of the RAC, shall enjoy the privileges and immunities provided for in Articles V and VI of the General Convention.

ARTICLE 13: SETTLEMENT OF DISPUTES

The Parties to the present agreement shall endeavour to solve any dispute relating to its interpretation and application by negotiation or other amicable mode of settlement. Should attempts at amicable negotiation fail, any such dispute shall, upon request by either Party, be referred to arbitration in accordance with the UN Commission on International Trade Law (UNCITRAL) arbitration rules then prevailing.

ARTICLE 14: AMENDMENT OF THE AGREEMENT

At the request of either Party, consultations shall take place with respect to amendment of this agreement. Any such amendment shall be given effect by written agreement between the Parties.

ARTICLE 15: FINAL CLAUSES

1. The present agreement shall enter into force either one year after the signature by both Parties; or on the first date by which the Government has confirmed to UNEP that the Government's conditions precedent have been satisfied, whichever occurs earlier. During the transitional period, from the signature date to entry into force, the Government shall communicate to UNEP every four months, information on measures taken to implement its conditions precedent.
2. For the purpose of Article 15 paragraph 1 above, the Government's conditions precedent include the following:
 - i) Establishment of the RAC by the Government in accordance with Article 3 above;
 - ii) Provision of adequate premises needed for the RAC and/or any other conditions precedent, as deemed appropriate.
3. From the date of its entry into force, this agreement shall replace the Agreement between the Government of and the United Nations Environment Programme concerning *{Name of the relevant agreement}* of {date}
4. The present agreement may be terminated by either Party by providing six months written notice to the other Party.

5. In the event of the RAC being moved from the territory of, this agreement shall, after the period reasonably required for such transfer and for the relocation of UNEP's property from, cease to be in force.
6. The present agreement shall remain in force until terminated in accordance with paragraphs 4 or 5 above. Its content shall be reviewed every [] years.

IN WITNESS WHEREOF the duly authorized representatives of the Parties affix their signatures below

.....

.....

For the United Nations Environment Programme

For the Government of....

DONE in duplicate at ----- this ----- day of -----
200-- in English and {Country} languages, both texts being equally authoritative.

ANNEX II

Functional review of the UNEP/MAP Components

Terms of Reference (ToR)

Functional review of the UNEP/MAP Components Terms of Reference (ToR)

Background

UNEP/MAP – Barcelona Convention aims to better equip itself to efficiently and effectively address the challenges of the future. This has been a repeated request by the Contracting Parties of the Barcelona Convention and was part of the OIOS recommendations to UNEP/MAP.

In this context, The UNEP/MAP undertook a functional review with a view to assess functions required for the implementation of the Programme of Work by the two MAP – Barcelona Convention units administered by UNEP (Coordinating Unit and MEDPOL). The functional review determined key functions to be performed by these two units; the skills sets of staff required to perform these functions, streamlined financial and administrative processes as well as strengthened decision-making and accountability. The review was forward looking, preparing UNEP/MAP to better address the evolving mandates and demands received from the Contracting Parties.

At the Extended Bureau meeting held in Athens, Greece, 3-5 October 2011, the members requested the Secretariat to extend the Functional Review to the whole MAP system including any posts in the Coordinating Unit and MED POL that have not yet been assessed whilst acknowledging that the Regional Activity Centres (RACs) are different and should therefore be considered in an appropriate manner. Moreover, following on from conclusions from Bureau meetings it has been agreed during the UNEP/MAP's focal point meeting that management-by-performance assessment shall be conducted which will enhance functional analysis by insuring evaluation based on performances and outputs of each component.

In order to complete the functional review, the UNEP/MAP requires the services of an expert mission to work in close association with the entities or other UN co-operating agencies responsible for the administration of the RACs.

Purpose

The mission will:

1. take stock of the Five Year Programme of Work and the Protocols and identify priority activities for each Component based on the decisions of the Contracting Parties; in particular decision on Governance (Almeria, 2008), and decision on Mandates of Components (IG.19/5, Marrakesh 2009);
2. Consider the previous evaluations conducted in the MAP system;
3. Consider the linkages with other institutions around the MAP system
4. Identify functions required for the implementation of these priorities;
5. Determine the skills sets and experience of staff required to perform these functions,

6. Assess achievements against planned results or best practice for activities over the last five biennium
7. Assess the review of the financial and administrative processes undertaken to date and suggest additional changes, as need be, with a view to streamline and strengthen decision making and accountability; and,
8. Assist the Component in the preparation of an organizational structure and job descriptions based on the functional groupings and priorities;
9. Assess the financial sustainability of the costs and the appropriate allocation among all MAP components of the available resources to ensure the full and timely implementation of the programme of work.

Scope of the work

The functional review should be carried out in a participative manner and therefore all MAP components should be consulted.

- The functional review will assess each Component as a whole vis-a-vis its vision and Five Year Strategy. Thus, it will be functional based. It may identify gaps and misalignments in unit responsibilities, job descriptions, reporting lines and overall performances.
- The functional review will be an operational tool to ensure adapting MAP to Contracting Parties substantive and managerial demands to enhance performances, while ensuring the coherence with the available financial resources, including on ways to substantially rebalance the ratio between staffing and activities. In doing so, the functional review shall also take due consideration of all available resources for the components and not limit itself to MTF resources.
- It should build on experiences of other Regional Seas Components practices as well as other similar organizations, as appropriate.
- It should also build upon the credibility and positive image of Components thus contributing to the overall public standing of the MAP.
- It should evaluate the employee satisfaction, as well as the customer/client satisfaction as criterion of performance measurement.
- The guiding principles to be applied in the exercise are that: staffing is adequate as far as possible for the purpose of implementing the strategic priorities identified in the five-year Programme of Work as well as to fulfill the components' mandate; posts levels follow the efficiency and remuneration standards of the Organization for similar operations; resource projections availability are strictly

respected; and, the exercise is done professionally, impartially and practically. The review should propose a timely implementation of its recommendations.

Outputs

- A report containing:
 - recommendations on key functions to be performed by each Component to implement UNEP/MAP – Barcelona Convention priorities as established by the Contracting Parties;
 - recommendations on the appropriate allocation among all MAP components of the available resources
 - recommendations on the skills sets and experiences of staff to perform those functions;
 - an assessment of the state of play of financial and administrative processes and recommendations of processes to be improved;
 - a proposed staffing table, organigramme coherent with the resources available and future projections;
 - a plan to timely adjust into that staffing table that respects budget limitations, clearly identifying actions; and,
 - suggestions for an Office structure and revised job descriptions.
 - A 3 to 5 page summary of the recommendations made highlighting the rationale behind proposed changes.
 - Recommendations on the development of the different performance management types, differentiating between well-structured tasks and activities and the others, less structured, related to the research projects

Time-line and composition

Provision should be made to ensure that the review is carried out during 2012 and all necessary consultations will take place during 2013 to prepare a proposal on implementing the outcome of the functional review and its implications for the budget for consideration and adoption by the Contracting Parties in 18th meeting

The mission will do some preparatory work in advance of their arrival and spend up to a week on-site in each Component. Assistance in preparation of job descriptions could be completed after the visit to the Component, as need be.

The team will be composed of two profiles: a substantive expert on environment issues; and a change management expert. Finalization of revised and proposed job descriptions may be done off-site once the mission is completed but in coordination with every component.

Method of Work

The mission will work in close consultation with all functional units, Office staff and management and with the Bureau.

The mission will start with a staff meeting during which the objectives of the mission will be again presented and the mission will share with all the staff the proposed methodology to complete their work. An end of mission debriefing with preliminary findings will be presented to all staff before their departure from the on-site visit.

The final report and overall proposal of the mission will be submitted to the Coordinating Unit in due time and share it with the components.

Sources of information

- UNEP/MAP COP November 2009, Appendix 1, Five Year Programme of Work (2010-2014) and Decision IG. 19/5 on the Mandates of MAP components;
- Marrakech Declaration, 2009,
- Governance Paper, Decision from the COP in Almeria, January 2008;
- UNEP/MAP – Barcelona Convention Programme of Work and Budget (2012-2013)
- Audit Report of the Financial Performance of the UNEP/MAP(May 2009);
- Component Organigramme and Job Descriptions
- Thematic decisions of the Contracting Parties taken in 2008 and 2009
- MAP external evaluation 2005, as well as previous evaluations conducted at component 's level
- Resource mobilization and fund raising consultancy report

ANNEX III

RESOURCE MOBILIZATION STRATEGY FOR UNEP/MAP

RESOURCE MOBILIZATION STRATEGY

This strategy proposes avenues for obtaining additional funds in support of UNEP/MAP objectives, as well as improvements in coherence, coordination and programme management that would support resource mobilization efforts. Appendix one presents a detailed list of activities in the 2012-2013 Programme of Work for which funding has not been secured. The document includes comments provided by Contracting Parties.

GENERAL BACKGROUND

The Mediterranean Action Plan (MAP), and its legal framework, the Barcelona Convention, were adopted in 1975 and 1976 respectively, under the umbrella of the United Nations Environment Programme (UNEP). The main objectives of the Barcelona Convention are to assess and control marine pollution; ensure sustainable management of natural marine and coastal resources; integrate environmental protection into social and economic development; protect the marine environment and coastal zones; protect natural and cultural heritage; strengthen solidarity among Mediterranean coastal States; and contribute to an improvement of the quality of life in the Mediterranean region. Seven Protocols addressing specific aspects of Mediterranean environmental conservation further develop and complete the UNEP/MAP – Barcelona Convention legal framework.

UNEP/MAP is recognized as a unique regional environmental legal framework and policy development process. As the guardian of the Barcelona Convention it coordinates the implementation of the Convention and related protocols. Its historical role in the Mediterranean is well recognized and respected both by the Parties and other key players in the region. It is the key environmental governance structure in the Mediterranean, with a longstanding pollution monitoring programme, a network of focal points in partner countries and a diversified network of regional activity centers that offer their expertise to the implementation of the Convention and its Protocols in the Mediterranean countries.

The 21 countries bordering the Mediterranean Sea and the European Union (EU) are the Contracting Parties (CPs) to the Barcelona Convention. They decide on MAP strategies, programmes and budget at biannual Ministerial meetings. A Coordinating Unit, based in Athens, performs legal and representational functions, facilitates dialogue and coordinates MAP's Programme of Work. Six technical Regional Activity Centers and a programme, so-called MAP components, assist Mediterranean countries in fulfilling their commitments under the Convention and the Protocols: MEDPOL, Greece, is responsible for marine pollution assessment and control; REMPEC, Malta, for Marine Pollution Emergency Response; SPA/RAC, Tunisia, for Biodiversity and Protected Areas; PAP/RAC, Croatia, for the promotion of Integrated Coastal Zone Management; BP/RAC, France, for prospective analyses of environment and sustainable development; CP/RAC, Spain, for Sustainable Consumption and Production; and INFO/RAC, Italy, for Environmental Information Systems.

UNEP/MAP is primarily financed by the Contracting Parties through assessed contributions to the Mediterranean Trust Fund (MTF). Other sources of funding include voluntary contributions from the European Commission and its Contracting Parties, UN organizations, the Global Environment Facility (GEF) and other ad hoc donors. UNEP/MAP thus enjoys a relatively solid funding base and does not depend on external donors for its core activities. However, to realize its full potential and implement an ambitious agenda, raising funds is an integral part of UNEP/MAP work.

The MAP system can therefore build on solid experience in raising funds, but needs to replace a largely ad hoc approach, whereby each MAP component struggles to find resources in order to meet its objectives, with a more coordinated and systematic approach. Such an approach will build on, and be greatly facilitated by, the continued implementation of the decision adopted by the Contracting Parties in 2008 to improve coordination, coherence and programme management. Working towards a stronger brand and a more unified UNEP/MAP system, as recommended in the 2010-2015 Information and Communication Strategy, will be equally important in supporting resource mobilization efforts. It is therefore timely to develop a resource mobilization strategy with the following main objectives:

- ***Secure adequate funding and support for the objectives of UNEP/MAP, in order to implement the Mediterranean Action Plan as developed in the five year plan;***
- ***Obtain timely, predictable and flexible voluntary funding, allowing for appropriate long-term planning of activities.***

The above would be achieved through a combination of financial resources aiming at supporting the UNEP/MAP as a whole, targeting a broad range of activities, including core functions; as well as specific priority activities included in the relevant plans and obtained within the framework of a coordinated, strategic and systematic approach.

RESOURCE MOBILIZATION AND DONOR RELATIONS

Resource mobilization cannot be carried out in isolation, but must be placed in the broader context of overall UNEP/MAP goals, strategy, objectives and activities. The success of resource mobilization efforts will depend on the quality and performance of the organization as a whole: on the perception of its governing bodies, leadership and staff, on its added value, and on the relevance and cost-effectiveness of its activities. Resource mobilization therefore requires the combined effort of every level of the Organization to make its case for support: in justifying plans and budgets and demonstrating its added value, results and impact, as well as accountability for funds provided.

Developments in the donor community

Donor behavior has undergone significant changes over the past 10 to 15 years. Some are the result of the principles of the Paris Declaration and Accra Action Agenda. While these principles were specifically developed to make aid to recipient countries more effective, they have also influenced donor policies more generally, including in the provision of aid to the UN and other international organizations. Donors are increasingly providing aid to support the overall strategies of the recipient, relying on the recipients' own systems for reporting and accountability, and harmonizing their approaches to the recipient. Donors expect policies to be directed toward achieving clear goals, for progress toward these goals to be monitored, and for donors and recipients to be jointly responsible for achieving these goals. As a result, aid is often provided under broad strategic partnerships and cooperation arrangements between donor and recipient based on mutually agreed objectives. In short, donors no longer simply hand over money - they expect to be active partners.

While these are common trends, funding can be unpredictable as donors are driven by foreign and domestic policies, as well as by the media, NGOs and individuals in their funding choices. Donors' policies, definitions, priorities and reporting requirements also still vary greatly and lack coordination and standards. Organizations on the receiving end therefore have to relate to a patchwork of policies and practices that, taken together, do not necessarily add up to a coherent system for financing.

The UNEP/MAP seems to be confronted with this patchwork type of earmarked funding rather than benefiting from the tendencies resulting from the Paris/Accra agendas. The MAP system is faced with a heavy workload that comes from having to deal with a multitude of conditions, timelines and formats for submissions and reports. Lack of predictability that hamper planning and implementation, high staff costs, the obligation to advance money and find match funding add to the challenges.

A more assertive and concerted approach to resource mobilization should aim to decrease the dependency on a patchwork of small earmarked funds from many sources, and tap into resources that could potentially support a broad range of activities across the system, and include funding staff costs to lighten the burden on MTF.

Funding to the United Nations and other international organizations

Governments, especially those of wealthy industrialized countries, are the main sources of funding for most UN, international and non-governmental organizations (NGOs). United Nations organizations typically receive between 80 and 95 percent of funds from their 10 biggest donors in this category. While progress has been made in expanding the donor base to include the private sector, emerging economies and the Arab world, income from those sources remains fairly modest. UNICEF is the exception, with more than one billion US dollars, or a third of its income, from the private sector, mainly made up of small contributions given on a regular basis by a large number of individuals around the world.

Foundations are private entities, established by individuals, companies or groups to distribute funds to organizations, and in some cases, to needy individuals. They are independent, with their own income, operating in accordance with criteria set by their funding sources and initial founders. They are similar to government aid agencies in that they are set up to donate money. Similar methodologies and approaches can therefore be applied in cooperation with both.

Working with private sector sources other than foundations requires different approaches, skills and networks. Turning wealthy individuals, corporations or the public at large into donors involves the ability to find, understand and persuade them to support one's organization. The various components of the UNEP/MAP system have experience in raising funds from bilateral and multilateral donors (mainly the Contracting Parties, the GEF and the EC) and to a limited degree from private ones.

Virtually all organizations that rely on voluntary funds have created devoted capacity for resource mobilization. The number of staff depends on the size and type of funding sources, and range from units with a handful staff to several hundred (UNICEF is an example of the latter). In general terms, raising funds from governments and foundations takes less investment than from the private sector.

COHERENCE, COORDINATION AND PROGRAMME MANAGEMENT

Donors need to be confident that activities for which financial support is provided have been subjected to thorough review and prioritization and that their contributions are managed efficiently. Solid programme management is therefore an important basis for successful resource mobilization. The presentation of convincing outlines of activities and budgets, thorough reports on implementation and use of funds are equally important for obtaining funds and an important resource mobilization tool.

The Governance paper (UNEP (DEPI)/MED IG. 17/4) provides a series of recommendations, many of them well underway, on how to improve coherence, coordination and programme management, all of key importance for successful resource mobilization. Of particular importance is the introduction of a cycle of planning, implementation, monitoring and evaluations and a Five-Year Programme of Work with six main themes: governance; integrated coastal zone management; biodiversity; pollution control and prevention; sustainable consumption and production; and climate change. The Five-Year Plan and the more specific biannual plan and budget provide a framework for approaches, submissions and negotiations with donors and any external funds should go towards the objectives of the Plans. Both documents would benefit from a more user-friendly format, which would target external, interested partners as well as serving as an internal document. It would also benefit from the addition of a short, succinct narrative outline of the future direction and strategic goals of UNEP/MAP. It should answer simple, yet critical and fundamental questions such as what the organization is doing, and how, where it should be going in the future, and what it will take for the organization to achieve its stated goals. The strategy should set out main goals, core business lines, priorities, expected results and the methods employed to ensure good performance.

The Plans should aim to a) serve as the basis for resource mobilization b) encourage predictable and flexible funding; c) promote an equitable spread of contributions; d) encourage better coherence and coordination; and, e) project a professional image of the organization.

The introduction over the past few years of a strong planning framework will serve UNEP/MAP, with its diverse and loose structure, and be conducive to resource mobilization efforts.

CURRENT AND POTENTIAL DONORS

UNEP/MAP is funded by its Contracting Parties through ordinary contributions, made available on a biannual basis to the Mediterranean Trust Fund (MTF). While providing a solid funding base, the amount, currently some € 5.5 million annually has not increased for the past three biennia as a result of a freeze on contributions introduced in 2004. In fact, inflation during the period since has resulted in an erosion of funds, while increasing demands have been placed on the MAP system. The Contracting Parties acknowledged in its meeting in Marrakesh in 2009 that lifting the freeze was necessary to enable the successful delivery of many of its mandated tasks. However, for the time being the recent financial crises poses a challenge to the implementation of this recommendation.

Additional voluntary funds to implement the key objectives of an ambitious agenda are therefore a necessity and a feature of UNEP/MAP work almost since its creation. One third of total funds available to UNEP/MAP come from voluntary contributions. While some of the CPs, in particular Italy, France, Spain, Greece and countries hosting the Regional Activity Centers (RACs) provided most of the voluntary funds in the past, other actors, in particular the European Union (EU) and the Global Environment Facility (GEF), have created new and increasingly better resourced funding modalities in order to meet growing environmental concerns. EU and GEF funds have benefitted UNEP/MAP greatly, enabling the implementation of key objectives of the Five-Year Plan in a more sustainable manner, with support increasingly provided within the framework of strategic partnerships, based on joint objectives. The aim of this strategy is to broaden the donor base beyond the above-mentioned donors. Current and potential funding sources available to UNEP/MAP include:

Bilateral donors mainly but not exclusively among the Contracting Parties. They carry the main responsibility for the UNEP/MAP system as its founders and owners, propose and decide on programmes, and can ensure that demands placed on the system are commensurate with resources at its disposal. They can lead by example; their commitment to the system serves to convince and inspire other donors to support. While the current financial situation limits the availability of funds, no effort to increase voluntary funds from this group should be spared. Bilateral donors other than the Contracting Parties, while concerned about environmental issues affecting the Mediterranean region, have rarely contributed to MAP activities.

The European Union (EU) and the Global Environment Facility (GEF). EU and GEF are likely to remain UNEP/MAP's major donors for the near future. Their funds are available through direct funding and through a variety of initiatives created to address specific, or a range of environmental concerns, often by groups of donors and organizations. *MedPartnership*, which is led by UNEP/MAP and the World Bank, receives most of its funds from GEF and supports activities to protect the marine and coastal environment of the Mediterranean. *Horizon 2020*, established by the EU and a coalition of partners, aims to de-pollute the Mediterranean through activities such as capacity building, pollution prevention and control and monitoring (including information-sharing systems).

Multilateral donors in particular UNDP, with offices in most of countries relevant to UNEP/MAP, could potentially become a strong partner. The World Bank has been a partner in several initiatives, such as the Strategic Partnership for the Mediterranean Sea Large Marine Ecosystem (known as the MedPartnership, see above) and now also provides direct support to UNEP/MAP through the GEF funded "Knowledge and Governance" component of their Sustainable Development Programme. The European Investment Bank (EIB) and other financiers have created a group for funding Mediterranean investment projects. Possibilities for cooperation with the African Development Bank could be also explored.

A number of private foundations focus on environmental issues and should be further explored by UNEP/MAP. Examples include the Oak Foundation (climate change mitigation and conservation of marine resources), MAVA (conservation and biodiversity) and the Prince Albert II of Monaco Foundation. Further cooperation with TOTAL Foundation, which has already contributed some funds, could be explored.

Private sector funds have been provided to UNEP/MAP components at a modest level so far and could potentially be tapped into once the capacity to identify potential donors in this group and

manage such relations are in place. Approaches to the private sector must take into account various challenges and risks that such cooperation may involve.

The European Union (EU)

UNEP/MAP has a strong and privileged partnership with the EU as an active Contracting Party to the Barcelona Convention and a major donor and policy driver in the Mediterranean region. EU policy development in the environmental sector contributes to the implementation of the Barcelona Convention through the legislation and activities of the Member States, as well as through a range of programmes and technical assistance (TA) that the EU has set in place for non-EU members in the Mediterranean. EU funds can be obtained through:

- *Direct grants*, intended for long-term, stable partnerships with international organizations based on mutually agreed objectives. The UNEP/MAP has benefited from small direct grants from the EU in the past.
- *Calls for proposals*, which are competitive bids managed either directly from Brussels or by EU country delegations. This funding source could be more beneficial to UNEP/MAP if a more systematic and coordinated approach was applied. When applying for funds under this modality, attention should be given to safeguarding UNEP/MAP priorities and work load involved.

The main funding instrument of relevance to UNEP/MAP is the thematic Programme for Environment and Sustainable Management of Natural Resources, including Energy (ENRTP). The European Commission provides funds to UNEP under a Memorandum of Understanding (MoU) signed in 2004. In its 2010 annual High-Level Meeting, the EC and UNEP agreed to develop a multi-annual joint programme of work under the ENRTP. UNEP/MAP has so far drawn most of their EU direct funds from the ENRTP, which are available to all countries except EU members and industrialized countries. The introduction of a joint programme of work aims to increase predictability and coherence in EU funding for UNEP. A recent agreement on two large projects under this programme will be developed in early 2012. Its implementation will support of the implementation of UNEP/MAP's Ecosystems Approach and Sustainable Consumption and Production.

Other potential thematic funding instruments include Regional and Research Funds. The Research Funds (FP7), which UNEP/MAP has started to participate in recently include the *Pegaso* and *Perseus* programmes.

Geography-based funding instruments of importance to UNEP/MAP activities include the *European Neighborhood and Partnership Instrument (ENPI)*, which covers the Southern Mediterranean partner countries, and the *European Instrument for Pre-Accession (IPA)*, which covers the candidate and accession countries in the Western Balkans and Turkey. These funding instruments have been valuable for the implementation of UNEP/MAP strategies, such as the Regional Strategy for the Prevention of and Response to Pollution from Ships supported by the SAFEMED I and II Projects and implemented by REMPEC. However, there is concern that changing EU priorities towards direct implementation of technical cooperation programmes by the European Maritime Safety Agency (EMSA), may imperil the mandate and funding opportunities of REMPEC.

Access to most of these instruments is based on a call for proposals. In the past, UNEP/MAP has participated in applications for these funds through consortia led by other organizations. Some Contracting Parties have raised concerns that such arrangement may jeopardize the priorities of Contracting Parties and the impartiality of UNEP/MAP, by favoring initiatives of some of its Contracting Parties over others, or by the participation of individual RACs in such initiatives without sufficient coordination with the Secretariat. To address these concerns, a recent application attempted to ensure the engagement of the entire UNEP/MAP system and invited all eligible countries to participate. There is also a concern that too many initiatives led by their own Steering Committees shifts decision-making in establishment of UNEP/MAP priorities away from the Contracting Parties, to these project-leading bodies.

It is also important to explore the opportunities that have opened up thanks to the establishment of the recent Secretariat of the Union for the Mediterranean (UfM), which has a mandate to find financing for projects, with a focus on the de-pollution of the Mediterranean.

The Global Environment Facility (GEF)

GEF, an independent financing organization set up in 1991 with 182 member governments to address global environmental issues, has become the largest single global fund for environmental financing. It works with governments, international institutions, non-governmental organizations and the private sector on a wide range of environmental issues. As many other donors, GEF has moved towards broader programme funding in line with the Paris/Accra agendas, which encourages efforts by countries and organizations to harmonize, align and manage aid for results using a set of measurable indicators and related targets. GEF areas of work have evolved over the years and considerable attention has been given to the Mediterranean predominantly through its International Waters Focal Area.

The *Strategic Partnership for the Mediterranean Sea Large Marine Ecosystem (MedPartnership)* is a collective effort led by UNEP/MAP and the World Bank for the long-term reduction of environmental stress in hot-spots identified in the SAPs. Co-funded by GEF, it carries out activities in 13 countries operating through 12 executing agencies and with the financial support of 48 co-funders. This Partnership consists of two complementary components: the Regional Component led by UNEP/MAP and the Investment Fund led by the World Bank. Sustainability is addressed by integrating the project in the legal, institutional and programmatic framework of UNEP/MAP. The Replication and Communication component of the project aims to promote best practices throughout the region and to provide support to countries for their replication. This will provide concrete support to the implementation of the 5-year Programme and Resource Mobilization Strategy in the future. This symbiosis, between GEF International waters, which handles trans-boundary water issues, and UNEP/MAP, which facilitates environmental governance and secures sustainable implementation of agreed measures, is almost unparalleled.

A new GEF project on climate variability will start this year.

RECOMMENDATIONS FOR THE IMPLEMENTATION OF RESOURCE MOBILIZATION OBJECTIVES.

The following recommendations, addressed to the Secretariat and the Contracting Parties, are in line with the Governance paper. While most recommendations are included in the Programme of Work, some will only be implemented once the resources are made available.

General

- Prepare the next 5-year Programme for the Mediterranean in a format that can be shared with donors. Include a vision statement and clear targets.
- Establish and maintain close and professional working relations with main donors based on dialogue, credibility and transparency. Nurture relations with donors through informal contacts, information sharing, and dialogue on substance and policies.
- Present UNEP/MAP as a coordinated and integrated system with common goals and programmes in discussions with donors and in multi-partner initiatives.
- Be selective in approaching donors: give priority to those able to provide broad programme funds with conditions that UNEP/MAP can reasonably meet. Broad funding helps the organization stay its course towards the attainment of overall goals, whereas a patchwork of small heavily earmarked contributions may complicate or even undermine the organization's own priorities. Too specific and earmarked contributions will use up limited capacity of the office.
- Make full use of the support and engagement of the Contracting Parties and Focal Points as advocates for funding and support to UNEP/MAP within their own and other governments, as well as with other relevant partners.

- Emphasize the need for the Contracting Parties, as the “owners” of the UNEP/MAP system, to provide voluntary funds in addition to MTF funds.
- Further deepen cooperation with the European Union, UNEP/MAPs most important donor, while exploring further possible funding sources of relevance within the EU (see recommendations related to specific donors).
- Explore the possibility for secondments of staff from the Contracting Parties and of a programme of Junior Professional Officers that exist in UNEP and other UN organizations.
- Consider the introduction of an appeal for funds that builds on the biannual plan, which should aim to provide donors with a comprehensive overview of the goals, objectives, activities and requirements of UNEP/MAP.

Coherence, coordination and programme management

- Give high priority to the continued implementation and resourcing of recommendations for better coherence, coordination and programme management as set forward in the governance paper. These are key to successful resource mobilization.
- Make the management of donor funds and approaches an integral part of the programme management cycle.
- Integrate resource mobilization into the agenda of the Executive Coordinating Panel to ensure coordination and ownership.
- Ensure that all approaches for funding are guided by the Five-Year and Biannual Plans.
- Formulate plans and budgets in user-friendly formats that are conducive to resource mobilization and the preparation of submissions to donors.
- Complement the Plans with narrative strategic outlines that set out main goals, core business lines, priorities, expected results and the strategies to be employed to ensure good performance.
- Establish a planned and systematic approach to evaluations. In addition to obvious internal benefits, evaluations serve to convince donors that UNEP/MAP is committed to self-learning and improvement.
- Establish systems for reporting on the implementation of activities, which respond to the needs and expectations of the donors in terms of structure, content, transparency and timing. Reports on the implementation of activities and use of funds are as important as succinct plans, and help donors convince their constituencies that money provided to UNEP/MAP is well spent. A uniform system for reporting, which is acceptable to as many donors as possible, will serve to avoid a multitude of reporting formats.

Internal capacity and systems for resource mobilization

- Invest in dedicated capacity for resource mobilization, starting by staffing the newly proposed post for programme management and resource mobilization. While the current financial situation may not be conducive to the creation of additional functions, no serious, well-coordinated resource mobilization can be carried out without it. Such a function could usefully be attached to the Coordinating Unit. Main tasks would include developing and implementing resource mobilization strategies; establishing and maintaining regular and systematic contacts with donors; advising the Coordinator and RAC Directors on funding and donor relations; working with RACs in preparing comprehensive appeals, submissions on planned activities, requirements and reports on the implementation and use of funds; keeping major donors abreast of developments and activities in a systematic manner; negotiating comprehensive partnership arrangements and funding agreements; and establishing and maintaining systems for timely follow-up of contributions. Consider assigning staff at the regional centers to enhance coordination and cooperation between the Coordinating Unit and the RACs. The role of the ECP is key in guiding this process.
- Prepare and issue guidelines for UNEP/MAP staff on resource mobilization that build on this strategy. These should serve to clarify division of responsibilities, frameworks for funding requests, and clearance processes for funding requests and reporting. They should also ensure information-sharing on issues such as funding approaches to donors, feed-back from

donors, funding indications and firm pledges, earmarking and conditions, and the preparation of material for donors and relevant financial information.

- Prepare specific guidelines on how to manage relations with private sector. While presenting obvious benefits, cooperation with private sector entities engaged in activities with a negative impact on the environment may involve risks in terms of damage to the reputation and the credibility of the Organization. There are plenty of examples of guidelines and principles on private sector engagement to tap into within the UN. These include the UN Business Guidelines and the Global Compact Principles as well as more specific ones within the various UN agencies and programmes and in major NGOs working on environmental issues.
- Set up and maintain a sustainable system for the administration of voluntary contributions that is consistent with and an integral part of the planning cycle, and that would give up to date information on the funding situation vis-à-vis planned budgets. For this purpose, create a MAP-wide tracking system that would be helpful in registering pledges, payments, allocations and reporting requirements and serve to improve coordination and identify gaps and possible overlaps

Recommendations related to specific donors

- Deepen cooperation with all relevant services of the European Commission.
- Enhance synergies with other EU organizations and initiatives (i.e. Horizon 2020 and the European Environment Agency (EEA)) to increase the efficiency of donor expenditure and avoid duplication and overlap.
- Participate actively in the second round of the ENRTP to ensure access to direct grants. Finalize proposals on Sustainable Consumption and Production and on the Ecosystems Approach. Explore and follow up on further thematic funding sources in collaboration with focal points, for access to funds based on call for proposals.
- Develop a system for close coordination at the country level between focal points of UNEP/MAP, MEDPOL and RACs, and EU delegations and/or EU focal points, in order to help Parties exploit funding opportunities with the EU.
- Build on results delivered under current GEF partnerships, when developing future initiatives such as the replication and communication strategies and the sustainable financing tools developed for the implementation of the National Action Plans (NAPs) adopted under the Pollution from Land-Based Sources and Activities (LBS) Protocol framework.
- Start developing a portfolio of proposals for future GEF funding as soon as possible, since the application and negotiating process is long.
- Engage in discussions with the EU, the European Investment Bank (EIB) and the World Bank on regional initiatives which may help advance the ecosystems approach to management. Consider starting with a programme to expand environmental investments in the Adriatic Sea, complementing the Mediterranean to Spot Investment Programme (MeHSIP) in the Southern Mediterranean building on the interest among the Parties to advance in this direction. Similar regional initiatives may be worth pursuing.
- Strengthen and operationalize partnerships with the Union for the Mediterranean secretariat, the Marseilles Center and other regional partners by bringing an integrated UNEP/MAP programme of activities to the table.
- Explore funding opportunities with private foundations that focus on environmental issues, such as the Oak Foundation, which focuses on climate change mitigation and conservation of marine resources, MAVA, which focuses on conservation and biodiversity, and the Prince Albert II of Monaco Foundation, among others.

Appendix 1 presents a detailed list of activities in the 2012-2013 Programme of Work for which funding has not yet been secured.

Appendix I - Analysis of external funding by donor

					2012-2013	2012-2013	2012-2013	2012-2013			
No	Main Activities	Result No	Description	Lead component	EXT1	EXT2	EXT2 under negotiations (a)	EXT2 to be mobilized (b)	Donor EXT1	Donor EXT2a	Potential Donor EXT2b
1.1.1	Political bodies of MAP/Barcelona Convention and its Protocols fully operational and effective	1.1.1.1	17th Contracting parties meeting successfully held; Adequate meeting facilities and Secretariat services provided; Working documents made available to parties in 4 working languages within deadlines; Adequate representation ensured; Reports translated and published in 4 languages	C U	0	350		350			Host Country
1.1.2	MAP and Components focal points system fully aligned	1.1.2.1	MAP focal point meeting successfully held; Progress achieved during the previous biennium reported; Draft thematic decisions agreed; Programme of work and budget reviewed;	CU	0	50		50			
		1.1.2.3	REMPEC focal point meeting successfully held	REMPEC	0	10		10			Host Country
		1.1.2.4	Joint BP/RAC , PAP/RAC, INFO/RAC Focal Point meeting successfully held	BP	30	0				France	
		1.1.2.6	CP/RAC Focal Point Meeting successfully held	CP	50	0				Spain	
		1.1.2.7	Cross-system functional review carried out	CU	0	30		30			

No	Main Activities	Result No	Description	Lead component	2012-2013	2012-2013	2012-2013	2012-2013	Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2	EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
1.1.3	MAP advisory bodies for sustainable development fully operational and effective	1.1.3	15th MCS D and its annual steering committee meetings successfully held; Meeting reports submitted to the 18th CPs meeting; Reports prepared and translated; MSSD update and implementation advanced, implementation of Switch Mediterranean results shared with MCS D members, including the work for integrating SCP, green economy and climate change adaptation	CU	0	60	60			EU (SWITCH MED)	
1.1.4	Greening of MAP events	1.1.4	All events organized by MAP and its components are organized according to sustainable criteria	CP	25	0			Spain		
1.1.5	Integrated and streamline approaches in implementing horizontal and emerging issues	1.1.5.1	Ownership of the parties to implement Ecosystem approach (EA) roadmap ensured	CU	0	260	260			EU (ECAP)	
		1.1.5.2	Governance of high seas issues followed up on regular basis; Policy papers prepared and legal and technical advise provided to Contracting parties; Workshop on reporting for regular process; MAP work on high seas governance projected at regional and global level	CU	0	70		70			

No	Main Activities	Result No	Description	Lead component	2012-2013		2012-2013	2012-2013		Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2		EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
		1.1.5.3	Renewable energies and mitigation techniques such as carbon sequestration addressed by MAP decision making bodies and linkages made with related global processes; Policy papers prepared and legal and technical advise provided to Contracting parties; technical assessment finalized	CU	0	25		25				
		1.1.5.3	Renewable energies and mitigation techniques such as carbon sequestration addressed by MAP decision making bodies and linkages made with related global processes; Policy papers prepared and legal and technical advise provided to Contracting parties; technical assessment finalized	MEDPOL	10	70		70	Spain		Spain, Contracting Parties	
		1.1.5.4	Marine spatial planning understood and implemented as appropriate in line with ICZM; Approaches developed and synergies ensured with other relevant organizations	PAP	15	0			EU-IPA ADRIATIC CBC PROGRAMME: Shape			
1.1.6	Improved capacity for integrated strategic planning using result based management	1.1.6	Improved capacity for integrated strategic planning using result based management	CU	0	316.778		316.778				

No	Main Activities	Result No	Description	Lead component	2012-2013	2012-2013	2012-2013	2012-2013	Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2	EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
1.1.7	Results oriented partnerships established with international and civil society organizations MAP partners	1.1.7.1	Interagency cooperation established; Existing collaboration agreements with key regional actors updated and shared with the Bureau; Joint activities with partners implemented where appropriate	CU	0	5		5			
		1.1.7.3	Partnership with WB MCMI for improved governance of the Mediterranean	BP	112.32	702	702		Regional Governance and Knowledge Generation Project	Regional Governance and Knowledge Generation Project	
			Sub-total (1.1)		242.320	1948.778	1022.000	926.778			
1.2.1	Regional policies, guidelines and plans necessary for the effective implementation of the Convention , protocols and strategies adopted, updated and implemented	1.2.1.1	Updating/Developing the indicators of the Mediterranean Strategy for Sustainable Development following the MSSD implementation assessment and presented at 15th MCSD meeting	BP	0	150	150			Regional Governance and Knowledge Generation Project	
		1.2.1.2	Integration of SCP and Green economy in MSSD, including SCP indicators, and regional cooperation through stakeholder dialogue and mobilizing other actors in the framework of the MCSD building also on experiences of the implementation of SCP in other regions (SWITCH-Asia) and preparing the implementation Plan for SWITCH Mediterranean activities.	CU	0	600	600			EU (SWITCH MED)	
		1.2.1.3	Preparing MAP Integrated Monitoring programme based on ecosystem	MEDPOL	0	200	200			EU (ECAP)	

No	Main Activities	Result No	Description	Lead component	2012-2013		2012-2013	2012-2013		Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2		EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
			approach									
		1.2.1.4	Determining GES and targets in the framework of Ecosystem Approach for 11 ecological objectives, piloting as appropriate and supporting this process through socio-economic and cost of environmental degradation analysis	BP	0	150	150				EU (ECAP)	
		1.2.1.4	Determining GES and targets in the framework of Ecosystem Approach for 11 ecological objectives, piloting as appropriate and supporting this process through socio-economic and cost of environmental degradation analysis	BP	100	500	500			EU FP7 (PERSEUS)	EU FP7 (PERSEUS)	
		1.2.1.4	Determining GES and targets in the framework of Ecosystem Approach for 11 ecological objectives, piloting as appropriate and supporting this process through socio-economic and cost of environmental degradation analysis	CU and MAP components	0	520	520				EU (ECAP)	
		1.2.1.5	Preparing MAP policy on the assessment of marine and coastal environment in line with the ecosystems approach and regular process	CU	0	100	100				EU (ECAP)	

No	Main Activities	Result No	Description	Lead component	2012-2013	2012-2013	2012-2013	2012-2013	Donor EXT1	Donor EXT2a	Potential Donor EXT2b	
					EXT1	EXT2	EXT2 under negotiations (a)	EXT2 to be mobilized (b)				
		1.2.1.6	Assessing the national legal and administrative systems, including authorization, inspection, preparedness and response capabilities available in the Mediterranean with regard to offshore activities including the preparation of an action plan to implement the Offshore protocol	CU	0	170	170			EU (ECAP)		
		1.2.1.7	Updating the Strategic Programme to protect marine and coastal biodiversity (SAP BIO) with the CBD Strategic Plan for Biodiversity 2011-2020 and ecosystems approach	SPA	0	30	30			EU (ECAP)		
		1.2.1.8	Assessment of the implementation of the SAPMED through the NAPs and taking into account the gradual application of the ecosystems approach	MEDPOL	0	10		10				
		1.2.1.9	Preparation of a detailed marine litter regional Plan including costs, targets and deadlines and programmes of measures in the framework of Article 15 of the LBS Protocol	MEDPOL	0	200		200				EU (ECAP)
		1.2.1.9A	Implementation of selected activities of the Strategic Framework for the management of marine litter	MEDPOL	0	160		160				EU
1.2.2	Assistance to countries to implement regional policies and guidelines	1.2.2.10	Control of maritime traffic by developing the VTS capacity improved	REMPEC	189	0			EU (SAFEMED)			
		1.2.2.11	Maritime Safety and Pollution Prevention improved	REMPEC	54	0			EU (SAFEMED)			

No	Main Activities	Result No	Description	Lead component	2012-2013	2012-2013	2012-2013	2012-2013	Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2	EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
		1.2.2.2	Support in the application of National SCP Action Plans	CP	41	0			Spain		
		1.2.2.3	Assist countries to implement the adopted Regional Plans in the framework of Art 15 of LBS Protocol; updating, as needed, of adopted Regional Plans and develop NIPs in the framework of the Stockholm Convention	CP	25	0			Spain		
		1.2.2.4	Provision of technical assistance to countries for the implementation of Hazardous Waste and Dumping Protocols	MEDPOL	0	60		60			Funds through CP/RAC
		1.2.2.7	Countries ready to undergo an audit of their level of implementation of the mandatory IMO instruments	REMPEC	55	0			EU (SAFEMED)		
		1.2.2.8	Flag States better prepared to discharge their obligations under IMO Conventions	REMPEC	55	0			EU (SAFEMED)		
		1.2.2.9	Countries better prepared to discharge their duties as Port States; port state control regime in the Mediterranean strengthened	REMPEC	31	0			EU (SAFEMED)		
1.2.3	Effective reporting and implementation	1.2.3.1	Further research on the implementation by CPs of the Guidelines on liability and compensation issues	CU	0	40		40			

No	Main Activities	Result No	Description	Lead component	2012-2013	2012-2013	2012-2013	2012-2013	Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2	EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
		1.2.3.2	Assisting countries to submit reports as per art. 26 of the Barcelona Convention, legal and technical advise provided, reporting format upgraded, reporting database established and links with InforMEA secured	INFO	15	0			Italy		
		1.2.3.3	3 SPAMIs evaluated (Banc des Kabyles Marine Reserve / Habibas Islands / MPA of Portofino)	SPA	0	30		30			SPAMIs countries: Italy, Algeria
1.2.4	Compliance mechanisms and procedures fully operational	1.2.4.1	Compliance committee (CC) successfully held ; non compliance situations identified and addressed, Legal and technical assistance to countries provided to overcome difficulties, legal advise provided to the Coordinating Unit; Assessment report on the implementation of the Convention and its protocols presented to the meeting of the CPs	CU	0	120		120			
			Sub-total (1.2)		565.000	3040.000	2420.000	620.000			
1.3.1	Further development of INFO MAP including the integration of information systems of MAP components	1.3.1.1	INFO MAP regional node finalized; template to collect users need; technical guidelines and user need analysis document prepared; common and shared Infomap standards for interoperability, infomap regional services, data centre, agora, infomap portal shared services, Web2.0 tools completed	INFO	493	0			Italy		

No	Main Activities	Result No	Description	Lead component	2012-2013		2012-2013	2012-2013	Donor EXT1	Donor EXT2a	Potential Donor EXT2b	
					EXT1	EXT2	EXT2 under negotiations (a)	EXT2 to be mobilized (b)				
		1.3.1.2	Assistance provided to countries in establishing integrated and shared environmental national nodes of Infomap as appropriate, SEIS national roadmap prepared in 3 pilots	INFO	0	375		375				
		1.3.1.3	Country visits, user requirement analysis report, country specific roadmap	INFO	0	255		255				
		1.3.1.4	InfoMAP spatial data infrastructure, definition of use cases for SDI based on ecosystem approach, implement use cases with Components and countries, carry out interoperability test, technical guidelines prepared, assistance provided, review of existing tools and means for the monitoring and vigilance of the Mediterranean Sea and its coasts	INFO	180	75	50	25			EU (ECAP)	
		1.3.1.8	MED POL Data bases management, development of GIS, maintenance of Info System	MEDPOL	0	100	100				Funds through INFO/RAC	
		1.3.1.9	User requirement analysis for ICZM platform integration with InfoMAP	INFO	95	20		20		Italy		
1.3.2	Upgrade and maintain MAP and its components websites and on line libraries	1.3.2.2	Integrated on line UNEP/MAP library established including library maintenance (purchasing of books/periodicals)	CU	0	15		15				
		1.3.2.3	Effective and up-to-date website of MEDPOL	MEDPOL	0	75	75			Funds through INFO/RAC		

No	Main Activities	Result No	Description	Lead component	2012-2013		2012-2013	2012-2013		Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2		EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
1.3.3	Knowledge sharing and exchange	1.3.3.1	State of Environment report in 2013	CU	0	50		50				
		1.3.3.1	State of Environment report in 2013	SPA	0	30		30				
		1.3.3.10	Collection and dissemination of R&D project results related to Marine and coastal environment; Newsletter produced on periodical basis	INFO	55	0				Italy		
		1.3.3.2	Developing an interactive ICZM Governance Platform	PAP	92	0				EU-FP7: Pegaso		
		1.3.3.3	Stocktaking synthesis report, An Introduction to legal and technical aspects to the ICZM Protocol	PAP	20	0				EU-FP7: Pegaso		
		1.3.3.4	Capacity building on ICZM Protocol, including a Virtual MedOpen training course conducted	PAP	12	0				EU-IPA ADRIATIC CBC PROGRAMME: Shape		
		1.3.3.5	Updated maritime traffic flow information and benchmarking the traffic flows trends with previous trends	REMPEC	15	0				EU (SAFEMED)		
		1.3.3.6	Workshop sharing lessons from Deepwater Horizon Incident	REMPEC	0	70			70			
		1.3.3.8	Creation of global communities interested in SCP, co-feeding, through on line interaction (more than 150 members participating) and effective dissemination and knowledge exchange on SCP among Mediterranean stakeholders and MAP components	CP	11	10			10	Spain		

No	Main Activities	Result No	Description	Lead component	2012-2013	2012-2013	2012-2013	2012-2013	Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2	EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
		1.3.3.8	Creation of global communities interested in SCP, co-feeding, through on line interaction (more than 150 members participating) and effective dissemination and knowledge exchange on SCP among Mediterranean stakeholders and MAP components	CP	11	10		10	Spain		
1.3.4	One voice campaign for UNEP MAP	1.3.4.1	MAP and MCSD's contribution to sustainable development (focus on Green Economy, SCP and governance) presented at RIO+20	CU	0	15	15			EU (SWITCH MED)	
		1.3.4.3	Information material on Pollution reduction	MEDPOL	0	60		60			
		1.3.4.6	Organization of Mediterranean Environmental events; dissemination of key success stories; presence at key events including a side event at RIO+20, including in communication materials related to MEDPartnership project, awareness raising regarding marine and coastal biodiversity, climate change, and promoting coast day and ICZM Protocol	PAP	81	104	104			EU-IPA ADRIATIC CBC PROGRAMME: Shape	EU, ENPI (LITUSnostrum)
			Sub-total (1.3)		1,065.000	1,264.000	344.000	920.000			
2.1.1	Implementing ICZM Protocol Action Plan Assist countries in preparing ICZM Strategies and Plans	2.1.1	National ICZM Plans and Strategies in Albania, Montenegro and Algeria; Interactive Methodological Framework for ICZM, Outline for ICZM Strategies adapted to Adriatic countries	PAP	30	350	350		EU-IPA ADRIATIC CBC PROGRAMME: Shape	EU, ENPI (LITUSnostrum)	

No	Main Activities	Result No	Description	Lead component	2012-2013		2012-2013	2012-2013	Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2	EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
2.1.2	Updating and preparing ICZM methodologies	2.1.2.1	ICZM Guidelines updated; Outline for ICZM Strategies and Plans; MSP, coastal risks, climate change, landscape management, tourism, land policies, carrying capacity. Analysis of land-use change with satellite images	PAP	0	302	302			EU, ENPI (LITUSnostrum)	
		2.1.2.2	Developing a participatory territorial prospective method	BP	40	0			Pegaso project		
		2.1.2.3	ICZM indicators in line with the Ecosystems Approach developed and tested	BP	0	20	20			Pegaso project	
		2.1.2.3	ICZM indicators in line with the Ecosystems Approach developed and tested	BP	63	0			Pegaso project		
		2.1.2.6	The ranking of the ports to be equipped in priority with port reception facilities is established	REMPEC	0	15	15				EU (SAFEMED)
2.1.3	Implementing ICZM protocol through specific local and policy initiatives	2.1.3.1	Projects prepared and implemented (CAMPs Spain, Italy, France, Montenegro; Pilot projects on Setback and MSP; Carrying Capacity, etc.), promoting the integration of biodiversity issues and SCP in the ICZM processes and CAMP projects	CP	18	20		20	Spain		

No	Main Activities	Result No	Description	Lead component	2012-2013	2012-2013	2012-2013	2012-2013	Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2	EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
		2.1.3.1	Projects prepared and implemented (CAMPs Spain, Italy, France, Montenegro; Pilot projects on Setback and MSP; Carrying Capacity, etc.), promoting the integration of biodiversity issues and SCP in the ICZM processes and CAMP projects	PAP	10	1400	400	1000	EU-IPA ADRIATIC CBC PROGRAMME: Shape	EU, ENPI (LITUSnostrum)	FFEM (GEF France)
		2.1.3.2	Assessment report on CAMP and CAMP manual updated: regional workshop organized	PAP	0	30		30			
			Sub-total (2.1)		161.000	2,137.000	1,087.000	1,050.000			
3.1.1	Ecosystem based management Assessing the economic impact	3.1.1.1	Economic effects of marine protected areas on the territorial development estimated.	BP	160	0			FFEM		
		3.1.1.2	Joint socio-economic evaluation with GFCM of the fishing activities carried out in pelagic ecosystems and deep benthic habitats (Open seas, including deep seas); The economic value of the pelagic and deep sea habitat evaluated	SPA	0	50	50			EU (ECAP)	
		3.1.1.3	Economic impact of sustainable fishing in the Mediterranean evaluated	BP	0	120		120			
			Sub-total (3.1)		160.000	170.000	50.000	120.000			

No	Main Activities	Result No	Description	Lead component	2012-2013		2012-2013	2012-2013		Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2		EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
3.2.1	Assistance to countries to carry out field survey, monitoring and mapping of biodiversity	3.2.1.1	Mapping of seagrass meadows and other assemblages and habitats of particular importance for the marine environment in Mediterranean areas, Elaboration of an Atlas of seagrass meadows distribution in the Mediterranean	SPA	0	100		100				TOTAL Foundation
3.2.2	Assistance to countries to implement the regional action plans on endangered species	3.2.2.5	Elaboration of Taxonomic Reference Lists	SPA	0	40		40				Private Foundations
3.2.3	Assistance to countries to implement Ballast Water Management (BWM) Convention	3.2.3.1	More awareness and better knowledge of the provisions of the BWM Convention	REMPEC	54	0			EU (SAFEMED)			
		3.2.3.2	Development of national ballast water management strategies	REMPEC	20	10	10		EU (SAFEMED)	IMO ITCP		
		3.2.3.3	Knowledge of surveillance personnel enhanced and harmonized	REMPEC	36	15	15		EU (SAFEMED)	IMO ITCP		
		3.2.3.4	Coastal States are able to quickly identify possible threat of invasive alien species from incoming ships	REMPEC	0	50	50			IMO ITCP		
			Sub-total (3.2)		110.000	215.000	75.000	140.000				
3.3.1	Assist countries to establish SPAMIs	3.3.1.1	Consultation processes are initiated and financially and technically supported	SPA	0	110	110			EU (ECAP)		

No	Main Activities	Result No	Description	Lead component	2012-2013		2012-2013	2012-2013		Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2		EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
		3.3.1.2	Participate in oceanographic campaigns in open sea areas, including the deep seas, the elaboration of the management plans based on ecosystem approach	SPA	0	150	150				EU (ECAP)	
		3.3.1.3	Support the work of the work group that will be responsible to draw up the joint presentation reports for inclusion of areas in the SPAMI List; Existing data collected and presentation reports filled	SPA	0	30	30				EU (ECAP)	
		3.3.1.4	Elaboration of the management plans based on ecosystem approach for two SPAMIs and its ecological and operational objectives	SPA	0	200	200				EU (ECAP)	
3.3.2	Strengthening the marine protected areas network	3.3.2.1	Establishment of coordination mechanisms for regional MPA management ; Awareness raising, communication and information activities implemented	SPA	0	30			30			
			Sub-total (3.3)		0.000	520.000	490.000		30.000			
4.1.1	Undertaking pollution related assessments and support to countries in implementing monitoring programme	4.1.1.2	Assistance to countries for the implementation of national monitoring programmes, for 4 countries	MEDPOL	0	200	200				EU (ECAP)	
		4.1.1.3	Data quality assurance for bathing water analyses	MEDPOL	0	10	10				WHO	
		4.1.1.4	Assessment of national needs for capacity building for the implementation of integrated monitoring programmes of ECAP	MEDPOL	0	100	100				EU (ECAP)	

No	Main Activities	Result No	Description	Lead component	2012-2013	2012-2013	2012-2013	2012-2013	Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2	EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
4.1.2	Technical assistance to countries in the field of liability and compensation for marine pollution from ships	4.1.2.1	Enhanced knowledge on oil spill claims management	REMPEC	0	70	50	20		IMO ITCP	MOIG
		4.1.2.2	Awareness and knowledge on liability for HNS pollution incidents improved	REMPEC	54	0			EU (SAFEMED)		
4.1.3	Support to countries in the field of preparedness and response to marine pollution incidents	4.1.3.1	Level of knowledge and preparedness at national level in the field of contingency planning increased	REMPEC	0	217.526	217.526			IMO ITCP, EU (POSOW)	
		4.1.3.5	Contracting Parties have a common approach to risk assessment	REMPEC	0	158.986	152.986	6		EU (MEDESS4MS)	IMO ITCP, IPIECA, MOIG, OGP
		4.1.3.6	Enhanced knowledge on waste management and development of National Oily Waste Management Plan	REMPEC	0	12		12			IMO ITCP, IPIECA, MOIG, OGP
			Sub-total (4.1)		54.000	768.512	730.512	38.000			
4.2.1	Pollution reduction demonstration projects, including the sound management of POPs	4.2.1.3	Identification and dissemination of BATs and BEPs in activity sectors of Egypt, Morocco and Tunisia within the scope of the Regional Plans (BAT4MED project)	CP	130	0			EU-FP7 BAT4MED project		
		4.2.1.4	Technical assistance to countries not targeted in BAT4MED in the application of BATs and BEPs and alternatives for the prevention and minimization of mercury, new POPs and BOD from the food sector	CP	100	150		150	Spain		EU-FP7 BAT4MED project

No	Main Activities	Result No	Description	Lead component	2012-2013		2012-2013	2012-2013		Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2		EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
		4.2.1.5	Assistance to countries to reduce unintentional POPs, greenhouse gases and heavy metals by developing/upgrading and implementing BAT/BEP in key economic sectors in Mediterranean countries	CP	40	110		110	Spain		GEF	
		4.2.1.6	Awareness and capacity building activities and materials to assist Mediterranean countries in sound management of PCBs stocks in national electric companies	CP	20	0			Spain			
4.2.2	Establishing PRTR	4.2.2	PRTR prepared in two additional countries	MEDPOL	0	105	105			Funds through INFO/RAC + EU (SEIS)		
4.2.3	Management and maintenance of Waste water treatment plants, including the addressing of environmental and health aspects with regard to bathing waters and tourism establishments	4.2.3.1	Experts in two countries trained, preparation of sustainability report	MEDPOL	0	20	20			WHO		
		4.2.3.2	Preparation of technical guidelines on beach profiles	MEDPOL	0	10	10			WHO		
		4.2.3.3	Pilot projects to implement Guidelines for environmental health risks in tourist establishments	MEDPOL	0	10	10			WHO		
4.2.5	Promote compliance monitoring and	4.2.5.1	Terminal operators engaged in a safety programme	REMPEC	0	15		15			OCIFMF/MOIG	

					2012-2013	2012-2013	2012-2013	2012-2013			
No	Main Activities	Result No	Description	Lead component	EXT1	EXT2	EXT2 under negotiations (a)	EXT2 to be mobilized (b)	Donor EXT1	Donor EXT2a	Potential Donor EXT2b
	enforcement with the provisions of the main international maritime conventions	4.2.5.2	Exchange of experience and information between law enforcement officials conducive to better enforcement of MARPOL Annex I	REMPEC	0	20		20			WB Sustainable Med project
		4.2.5.3	Knowledge of surveillance personnel enhanced and harmonized with respect to the MARPOL Convention	REMPEC	0	30		30			EU, IMO ITCP
		4.2.5.4	Delegation of authority by flag States well monitored	REMPEC	84	0			EU (SAFEMED)		
		4.2.5.5	Knowledge on implementation of AFS Convention enhanced and harmonized	REMPEC	0	24	24			IMO ITCP	
			Sub-total (4.2)		374.000	494.000	169.000	325.000			
5.1.1	Analysis of renewable marine energies	5.1.1	Feasible renewable marine energy identified and estimated	BP	0	320		320			EIB
5.1.2	Green Economy and SCP	5.1.2.1	New entrepreneurs have received training on green entrepreneurship; green entrepreneurs have received technical support to develop, to scale-up their business projects and create new green local employment opportunities; entrepreneurs have applied for programmes of financial and/or technical support	CP	282	0			Spain		

No	Main Activities	Result No	Description	Lead component	2012-2013	2012-2013	2012-2013	2012-2013	Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2	EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
		5.1.2.2	Regional Platform for Green Competitiveness with database sorted by intelligent search fields per sector and SCP tool; database widely used: Increased awareness and knowledge exchange among Mediterranean stakeholders on benefits brought by the shift to SCP	CP	124	0			Spain		
		5.1.2.3	Operating a network of Local Antennas for Green Competitiveness and Green Economy; Systematic follow-up of SCP initiatives and case studies developed: SCP case studies disseminated	CP	240	0			Spain		
		5.1.2.4	Award for innovation for green economy granted to an entrepreneurship project initiative and disseminated among Mediterranean countries	CP	84	0			Spain		
		5.1.2.5	CP audits to boost the adoption of green competitiveness (GRECO) as tool for Mediterranean companies to succeed in the global market; GRECO projects identified, audits implemented SMEs applying for CP financial schemes	CP	282	0			Spain		
5.1.3	Capacity building (CB) activities and pilot projects on SCP	5.1.3.1	Methodology, guidelines and toolkit for integration of SCP in the Mediterranean and related Capacity building activities (Switch MED)	CP	400	400	400		EU (SWITCH MED)	EU (SWITCH MED)	

No	Main Activities	Result No	Description	Lead component	2012-2013		2012-2013	2012-2013	Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2	EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
		5.1.3.2	Increased knowledge of representatives from public sector, business and civil society on CP, SCP, Green Public Procurement, Green Banking, Green jobs, Carbon and Water footprint	CP	140	0			EU (H2020)		
		5.1.3.3	Improved environmental, economic, health and social conditions for local community, opportunities for replication identified; reduction of environmental impacts and toxical chemicals associated to the target areas	CP	124	0			Spain		
		5.1.3.3	Improved environmental, economic, health and social conditions for local community, opportunities for replication identified; reduction of environmental impacts and toxical chemicals associated to the target areas	CP	124	0			Spain		
		5.1.3.3	Improved environmental, economic, health and social conditions for local community, opportunities for replication identified; reduction of environmental impacts and toxical chemicals associated to the target areas	CP	120	0			Spain		
		5.1.3.3	Improved environmental, economic, health and social conditions for local community, opportunities for replication identified; reduction of environmental impacts and toxical chemicals associated to the target areas	CP	120	0			Spain		

No	Main Activities	Result No	Description	Lead component	2012-2013		2012-2013	2012-2013	Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2	EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
		5.1.3.3	Improved environmental, economic, health and social conditions for local community, opportunities for replication identified; reduction of environmental impacts and toxical chemicals associated to the target areas	CP	120	0			Spain		
		5.1.3.3	Improved environmental, economic, health and social conditions for local community, opportunities for replication identified; reduction of environmental impacts and toxical chemicals associated to the target areas	CP	120	0			Spain		
		5.1.3.3	Improved environmental, economic, health and social conditions for local community, opportunities for replication identified; reduction of environmental impacts and toxical chemicals associated to the target areas	CP	124	0			Spain		
5.1.4	Empowering civil society, consumer associations and NGO on SCP and POPs prevention	5.1.4.1	Civil society increased awareness; Green shots award well attended; Increased contents of consumpediamed; Visits and comments in consumpediamed	CP	140	0			Spain		
		5.1.4.2	Training civil society young leaders on SCP tools for Mediterranean Undertake Free of chemicals" Regional Campus and replication in a country	CP	26	0			Spain		

No	Main Activities	Result No	Description	Lead component	2012-2013		2012-2013	2012-2013	Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2	EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
		5.1.4.3	Reinforcing the role of NGOs in raising awareness on population on POPs; 2 local NGOs including the POPs in their work programmes and disseminating the awareness material to 200 hundred people	CP	25	0			Spain		
5.1.5	Capacity building to implement National Action Plans on Sustainable Public Procurement at local, regional or national level in Mediterranean countries	5.1.5.1	Assist countries to develop and implement National Action Plans on SPP; National Action Plan implementation on the short-medium and long run	CP	83	0			Spain		
5.1.6	Capacity building to implement Sustainable Procurement and Green Campus in Universities	5.1.6.1	Mediterranean Universities develop Plans to implement Sustainable Procurement, National experts share and decide on the plans and its implementation on the short-medium and long term	CP	83	0			Spain		
		5.1.6.2	Introduce SCP concepts in the academic programs (on SCP, Environmental Policies and POPs); Internships programmes activated with universities and business schools, Training course for Master and doctoral students by experts from the academia/international organizations	CP	83	0			Spain		

					2012-2013	2012-2013	2012-2013	2012-2013			
No	Main Activities	Result No	Description	Lead component	EXT1	EXT2	EXT2 under negotiations (a)	EXT2 to be mobilized (b)	Donor EXT1	Donor EXT2a	Potential Donor EXT2b
		5.1.6.3	Enhanced involvement of Mediterranean regional organizations and networks in SCP and SCM; Enhanced partnerships and MoUs signed Projects jointly implemented	CP	41	0			Spain		
			Sub-total (5.1)		2,885.000	720.000	400.000	320.000			
6.1.1	Analysis of climate change impact	6.1.1.1	On surface water, Availability of water resources in the Mediterranean river basins in 20125 and 2050 estimated	BP	28	0			France		
		6.1.1.3	Raise awareness on the potential effects of Climate Change on the fate of POPs in the environment through workshops for policy makers, NGOs and other stakeholders	CP	17	0			Spain		
		6.1.1.4	Development and elaboration of a an assistance programme to countries to address the CC issue and its impacts on natural marine habitats and endangered species	SPA	0	60	60				GEF climate variability project
6.1.3	Elaboration of indicators of climate change impact on biodiversity in specially protected areas	6.1.3	A first set of indicators of climate change impact on biodiversity in specially protected areas elaborated in consultation with relevant experts	SPA	0	60		60			
6.1.4	Monitoring climate change	6.1.4.2	Better knowledge of the actual emissions from ships in the Mediterranean sea	REMPEC	0	20		20			
			Sub-total (6.1)		45.000	140.000	60.000	80.000			

No	Main Activities	Result No	Description	Lead component	2012-2013	2012-2013	2012-2013	2012-2013	Donor EXT1	Donor EXT2a	Potential Donor EXT2b
					EXT1	EXT2	EXT2 under negotiations (a)	EXT2 to be mobilized (b)			
6.2.1	Adoption and Follow-up activities to the Regional Adaptation to climate change framework	6.2.1	Key actions implemented to include: introduction of adaptation measures into land-use and water resource planning in the coastal zone; vulnerability maps, awareness raising programmes targeted to decision makers, local communities and the population at large, and ensuring that early warning systems are in place to predict extreme events	CU	0	635	635			GEF climate variability project	
			Sub-total (6.2)		0.000	635.000	635.000	0.000			
6.3.1	Assistance to countries for the proper management of desalination activities and on water re-use	6.3.1.1	New desalination plants properly managed	MEDPOL	0	60		60			EDS
			Sub-total (6.3)		0.000	60.000	0.000	60.000			
			GRAND TOTAL		5661.320	12112.290	7482.512	4629.778			

ANNEX IV

UNEP/MAP Communication Strategy

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1. Background

1.1 Overview

The Mediterranean Action Plan (MAP) has come a long way since its inception in 1975. MAP's general objective is to contribute to the improvement of the marine and coastal environment and the promotion of sustainable development in the Mediterranean region. Its main political achievement is the adoption of the Barcelona Convention and seven legal protocols conceived to protect the Mediterranean marine and coastal environment, and establishing an institutional framework of cooperation covering all 21 countries bordering The Mediterranean Sea. In this context, MAP components assist Mediterranean countries to fulfil their commitments under the Barcelona Convention and its Protocols, and implement the decisions of the meetings of the Contracting Parties including the Mediterranean Strategy for Sustainable Development (MSSD) and MCSD recommendations. Now counting 22 Contracting Parties, MAP sets out a coherent legal and institutional cooperation framework to facilitate, support and coordinate regional action to improve the quality of life of the Mediterranean population through responding to pressures on the environment and reducing negative impact as well as restoring and maintaining ecosystem status, structures and functions.

An effective and targeted communications strategy supports the environmental objectives put forward in the Barcelona Convention and amplifies the reach of MAP messages.

The Convention's **main advocacy objectives** are to:

- Assess and control marine pollution;
- Ensure sustainable management of natural marine and coastal resources;
- Integrate the environment in social and economic development;
- Protect the marine environment and coastal zones through prevention and reduction of pollution, and as far as possible, elimination of pollution, whether land or sea-based;
- Protect the natural and cultural heritage;
- Strengthen solidarity among Mediterranean coastal States;
- Contribute to improvement of the quality of life.

In order to fully take advantage of latest developments, and to tackle new challenges and opportunities as well as scientific progress, MAP in 2009 shifted to a flexible planning mode. The Contracting Parties adopted the first five year strategic and integrated work program, covering the period 2010-2015. The work program is guided by the overarching objective to implement the ecosystems approach in The Mediterranean through six thematic priority areas:

- Combating pollution;
- Biodiversity conservation and protection;
- Integrated coastal zone management;
- Sustainable consumption and production;
- Adaptation to climate change;
- Improved governance.

Policy and communication activities need to follow the same vision. Therefore, this Communications Strategy, conceived for the period 2012-2017, seeks to support the political objectives of the Barcelona Convention and its Protocols and aligns with the above-mentioned priorities. This strategy builds on the initial communications approach and will aim

to advance MAP's overall goal of addressing threats to the marine and coastal environment of the Mediterranean Sea.

The strategy has been developed in line with the Governance decision included in the report of the 15th Ordinary Meeting of the Contracting Parties to the Convention for the Protection of the Marine Environment and the Coastal Region of the Mediterranean and its Protocols from 18 January 2008¹, the mandates of the MAP components and objectives to enhance the impact and visibility of MAP actions as defined during the 16th Ordinary Meeting of the Contracting Parties to the Convention for the Protection of the Marine Environment and the Coastal Region of the Mediterranean and its Protocols in Marrakesh (Morocco), 3-5 November 2009², the assessment of MAP information activities at the Bureau meeting in Rabat in May 2010, and MAP's Information Strategy presented at the fifth meeting of the Executive Coordination Panel in Tunisia in February 2009. It is to be presented and approved by the Contracting Parties at [OCCASION] in [LOCATION] on [DATE].

1.2 Overall Communications Approach

The UNEP-MAP communications approach is undergoing a timely strategy revitalisation. The new Communications Strategy 2012-2017 will align with the political priorities of UNEP-MAP and the thematic areas outlined in the five year strategic and integrated work program 2010-2015. It is also informed by insights gained from independent research carried out by a communications agency in 2010, which serves as the basis for this strategy. The researchers undertook expert interviews with internal and external stakeholders, a materials audit, online research and an analysis of selected media coverage, which resulted in a perceptions-oriented communications landscape assessment and recommendations.

As mandated by the Governance Paper³, the Secretariat presented the preliminary recommendations of the external assessment to 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 Rabat (Morocco), 5-6 May 2010⁴ where the three pillar approach, on which this strategy is based, was endorsed:

- Pass a MAP common message across with a view to clearly brand all components as part of the same organization;
- Identify and mobilize strong partners from the civil society and from private sector;
- Use a campaign approach with view to inspire other actors, at regional and national levels and the public at large, around key issues.

This strategy builds on the groundwork achieved over the recent years and consolidates key achievements, including the regional annual Coast Day celebrations in Slovenia and Turkey as well as of the establishment of the annual Ecomeda Forums and the regional presentations of the State of Environment and Development Report of 2009 with the participation of the Environment Ministers and of their partners. Concurrent to this, the strategy outlines new structures, approaches and tools necessary to increase MAP's visibility and maximize the impact of common policies, strategies, action plans and analysis

¹ UNEP(DEPI)/MED IG.17/10

² UNEP(DEPI)/MED IG.19/8

³ UNEP(DEPI)/MED IG.17/10

⁴ UNEP/BUR/70/5

designed to advance the implementation of the Barcelona Convention and its Protocols in the Mediterranean region and internationally.

Although the UNEP-MAP goals remain ambitious, they are set against the backdrop of financial realism. The formulation of this strategy has been guided by an understanding that UNEP-MAP financial and human resources are finite. Practical and budgetary feasibility has therefore been taken into account when developing this 5-year strategy and focus has been placed on the approaches which can be implemented with MAP's current resources.

This strategy seeks to:

- address benefits of and barriers to communication, both external and internal;
- outline communications goals and specific objectives 2012-2017;
- suggest an approach to codifying key messages;
- define target groups;
- propose an overall strategic communications framework;
- measure success against objectives.

It is also a flexible and evolving framework that aims to be reactive to the challenges present in the Mediterranean region while providing all MAP components with appropriate guidance so that tools and communication activities to advance our collective goals can be easily identified.

This strategy recognizes the potential that UNEP-MAP can have that transcends data gathering and information dissemination and suggests proactive communication activities that unleash this potential further.

A separate and more detailed Action Plan, defining principal actions, timelines and owners, is attached to this document,

2. Communications Strategy

2.1 Strategic issues assessment

As any other large organization, UNEP-MAP similarly faces risks and opportunities that ultimately shape the UNEP-MAP communications strategy in the Mediterranean. To set a benchmark for future planning in 2010 UNEP-MAP contracted a consultancy to assess existing communications and information programs as well as to solicit in-depth and confidential opinions from internal and external stakeholders alike, concerning UNEP-MAP's visibility and effectiveness. The developed SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis (see Annex I) synthesized the major findings and forms the basis for MAP's communication niches, targets, needs and opportunities presented in this strategy. UNEP-MAP subsequently held a workshop in the margins of the meeting of the Executive Coordination Panel in Barcelona (Spain), 8-9 July 2010 to discuss and present the findings to the participants. The ECP Meeting endorsed the presented recommendations and the three pillar approach and nominated focal points for communications within MAP components.

2.1.1 Benefits

External

Effective external communication increases visibility and public support for MAP's objectives for the protection of marine and costal environment of the Mediterranean. It will further

enhance MAP's credibility as a regional body supporting and coordinating the implementation of the Barcelona Convention and Protocols. This strategy is envisaged to act as a further springboard for communicating globally about MAP'S key issues and in key upcoming environmental fora.

Internal

Effective internal communication leverages existing synergies, optimizes impact and enhances awareness and involvement of staff. The goal of streamlined internal communications processes is a more integrated approach towards creating a bigger push for the same environmental issues from the MAP Coordinating Unit, components, and partners, thereby strengthening the organization's collective capacity to communicate and engage externally.

2.1.2 Barriers

External

- Changes in the political and economic situation in the Mediterranean countries bear the risk of shifting focus, resources and commitment from communicating about the extensive need for further converging environmental policies in the Mediterranean riparian countries.
- Today's heavily saturated media landscape poses a challenge to effectively breaking through to extended target audiences with UN-driven stories on environmentally sustainable practices.
- Media and other multipliers⁵ have a documented appetite for human interest stories based on country-, citizen-, and people-centric data. The current organizational structure is not favourable to tracking results easily and demonstrating the impact of UNEP-MAP actions in this way.

Internal

- There is a lack of capacity to centralize information; this is a consequence, inter alia, of inadequate coordination, limited awareness and structural deficiencies. In order for staff and partners to act as effective ambassadors, a culture shift is needed towards "360 degree communication".
- UNEP-MAP operates within a limited financial framework and our staff is not geared towards supporting a major communications undertaking. However, there is confidence that current assets can be optimized to advance common communications objectives or for reaching wider external audiences, including the general public, through mainstream media or digital tools.
- The division of communications responsibilities as well as sub-optimal strategic alignment between the Coordinating Unit and MAP components constitutes a barrier to impactful external communication since tasks and structural relations were not always clearly defined.

2.2 Goal

External

The overarching goal is to maximize the visibility of MAP's activities and achievements in promoting sustainable development in the Mediterranean region through media and other multipliers. More specifically, the aim is to enhance and stimulate an active awareness of the

⁵ Multipliers: relays of information to disseminate key messages.

fact that within the framework of the Barcelona Convention and its Protocols, MAP is coordinating action and facilitating cooperation amongst its stakeholders in order to deliver tangible results in the protection of the environment of the entire region.

Media, mainstream and social, is considered as an important channel for stimulating a constructive conversation around MAP issues and our role therein and thereby actively advancing our implicit and explicit advocacy.

The importance of information collection, production and dissemination has been recognized and proposals have been made to improve ways to inform and engage target audiences.

Internal

The overall goal is to foster an organizational culture in which communication is considered equally critical to the success of the UNEP-MAP mission. Furthermore the aim is to align internal stakeholders around common objectives and assign a more active role in the roll-out of jointly-agreed activities to all parties.

2.3 Specific Objectives

The following aims have been set to be achieved through an integrated communication approach:

- **Raise awareness** about the critical role that the UNEP-MAP system plays in the protection of the Mediterranean environment and the promotion of sustainable development in the region.
- **Strengthen MAP's status** as an authoritative voice on the environment in the Mediterranean.
- **Engage key stakeholders** to support UNEP-MAP issues and activities in public fora and act as advocates, directly and indirectly.
- **Highlight** the need for good governance and integrated marine and land ecosystem management in the Mediterranean.
- **Inform and mobilise** the Mediterranean population with our narrative through key information and media channels.
- **Improve** internal communications practices within MAP and its components.
- **Increase** quality and quantity of media coverage.
- **Improve** quality and dissemination of information materials. \

2.4 Target Audiences

UNEP-MAP takes a focused approach to communications to ensure maximum output at strategy mid-term review in 2014/15. The available tools and resources set an operating framework within which target audiences have been prioritized, therefore external communication activities are primarily aimed at stakeholders and multipliers involved in issues related to the sustainable development of the Mediterranean. *Note:* UNEP-MAP recognizes the benefits of large public-facing awareness campaigns, but has opted to remain focused and leverage MAP components and partners for maximum reach.

- The **stakeholder** community includes governments, in particular Contracting Parties, RACs, Focal Points, and partners.
- The second target group, **multipliers**, include media, NGOs, multilateral organizations, national and local administrations, businesses and academics/researchers. Those groups serve as effective communication channels to further amplify UNEP-MAP messages to the general public, in particular coastal residents, and also act as relays for more targeted initiatives.

2.5 Key Messages

For this communications strategy to be truly successful, MAP's overall goal, specific objectives and key messages need to fully align across its components.

Effective message frameworks are dynamic and adaptable over time as conditions change, and as behaviours evolve, and where successes and barriers are encountered. Common messaging will be informed by and tailored to the specific needs of the various target audiences and guided by the global environmental agenda and specific political developments in the region.

A solid message platform will provide a framework for understanding MAP and its role in a way that differs from others. Applying and reapplying common messaging consistently, broadly and coherently will lead to a clear, recognizable identity and an ability to speak with one voice and many accents. Ultimately, there is a clear link between effective communications and impactful advocacy.

Primary research has shown that broader audiences are not conversant in the specialized terminology used by MAP and have their own interests and perspectives. Therefore, the common messaging will use simple and clear language that will be understood by educated generalists from within and outside the field of environment.

- A key component of this strategy will be the ultimate alignment on messaging which will result in the creation of messaging framework including:
 - MAP's goal and vision of success;
 - Areas MAP works in;
 - How MAP's work brings solutions to Mediterranean issues;
 - What MAP concentrates on.

2.6 Strategies

MAP's Information and Communication Strategy 2012-2017 is based on a "campaign model" – Unify, Mobilize and Inspire (see Annex II). This campaign model creates a solid but sufficiently agile communications framework that can guide our activities in the next five years. It sets out a forward-looking campaign that is to unfold sequentially based on a series of tactical approaches in line with key political priorities, milestone projects and platforms.

2.6.1 Structure: More effective internal coordination

Effective communication cannot be achieved by the Coordinating Unit alone. Therefore, a clear communications structure across MAP and its components needs to be created, including the assignment of different and strategic roles to the various categories of Focal Points of the Contracting Parties and to the RACs.

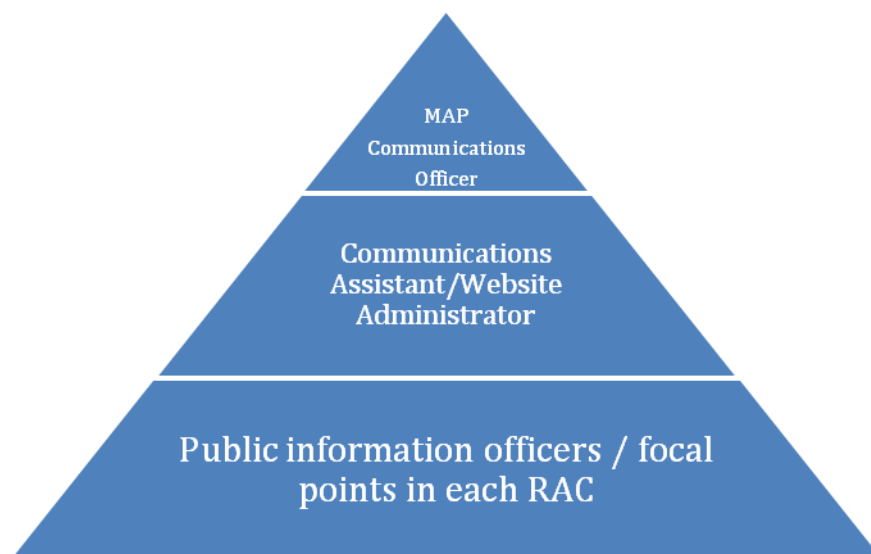
To this end, the Coordinating Unit will develop guidelines through a Communications Responsibility Matrix to help organise and direct the harmonised implementation of communication activities by all internal parties.

In addition to this coordination function, the Coordinating Unit has to ensure a supporting role by providing adequate resources and tools whilst encouraging active participation of RACs as defined in the Protocols to the Barcelona Convention as well as subsequent decisions of Contracting Parties.

A **Regional Activity Centre for Information and Communication (INFO-RAC)** was established in 2005 to enhance the visibility of MAP. Its mandate specifically refers to information and communication, and it operates to contribute to “collecting and sharing information, raising public awareness and participation, and enhancing decision-making processes at the regional national and local levels.”⁶ In this context, the mission of INFO-RAC is to provide adequate information and communication services and infrastructure technologies to Contracting Parties to implement Article 12 on public participation and Article 26 of the Barcelona Convention on reporting, as well as several articles related to reporting requirements under the different Protocols, thus strengthening MAP information management and communication capabilities.

The new communications structure will be an important tool to leverage INFO/RAC’s expertise and experience in implementing strong communications tactics and sharing it across the MAP network. In addition to its environmental information responsibilities, we see INFO/RAC’s role as one of an ‘enabling partner’ directly embedded in the MAP communications structure. INFO-RAC is envisaged to handle specific communication tasks while establishing a clear reporting structure led by the MAP-based Communications Officer to ensure common strategy and execution across the MAP system and to ensure that all communications efforts are in line with MAP’s strategic communications priorities.

New communications structure includes the following roles:



Key strategies:

- Align and streamline internal processes and maximize scarce resources to achieve greater impact;
- Maximize internal ownership through participatory processes;
- Emphasize INFO/RAC’s role as enabling partners and leverage INFO/RAC’s expertise and experience in implementing strong, locally-relevant communications tactics and sharing it across MAP’s network;

⁶ UNEP(DEPI)/MED IG. 19/8

- Train internal stakeholders through advocacy and regional communications workshops;
- Empower the MAP Communications Officer in Athens to coordinate and drive the strategy.

2.6.2 Channels: Better access to better information

MAP is a public body and as such has a duty to inform, which it does through two key operational entry points: the website and MAP components. It is a key function of the MAP librarian to provide users with access to MAP publications and documents as well as other library holdings through the MAP website and the staff intranet. At present, MAP is hampered by inadequacies in functionality and reach. This strategy seeks to optimise the impact of information tools at our disposal by producing more diversified and higher quality content, timely information and a feedback loop.

Key strategies:

Implement a wider, multimedia-based approach by developing additional communications tools/outputs/channels in order to:

- Engage target audiences in viewing MAP-related content through improved website, social media channels and other visual materials to take advantage of opportunities in digital space and reduce paper costs;
- Bring the MAP success story to life in real, human terms through country-, citizen-, and people-centric data and visual materials;
- Consolidate messages to appear as the clear voice for the Mediterranean marine environment on the international policy level;
- Implement a media strategy with news and human interest stories to educate various audiences;
- Leverage synergies with our partners including UNEP HQ and the UNEP/MAP/GEF project “Medpartnership” whose resources and assets are complementary.

2.6.3 Targeted Campaigns: Stimulating active awareness

This strategy utilises a combination of complementary communications tools to ensure optimal message uptake and broadest possible reach in target regions. It also factors in the need to remain agile and locally relevant: different countries have different communication cultures, and with a toolbox of materials and initiatives, the communication mix can be varied and adapted as required whilst maintaining the overall message.

Key strategies:

- Focus on three key milestones projects and/or platforms each year to demonstrate impact and relevance and to drive steady media coverage that also taps into longer-lead feature opportunities;
 - Drive interest in and support for Med Coast Day;
 - Establish the State of the Environment report/bi-annual thematic reports as key plank for our external communication;
- Capitalize on synergies with stakeholders and local partners around key milestone projects/platforms in order to drive the news agenda;
- Leverage international milestones and observances to ensure broader relevance of our work (see Action Plan for more detail);
- Optimise impact of our information materials through better design, thematic focus and new distribution channels.

2.6.4 Proactive Partnerships: Raising the profile of our actions

This strategy outlines a set of approaches that seek to enhance MAP's overall visibility and impact. MAP partners and stakeholders play an immensely valuable role in this process as they lend their voice to our information and communication campaigns. Taking into consideration the limit of MAP resources and capabilities, improving stakeholder coordination, aligning messages, strategies and resources will increase efficiency as well as demonstrate impact and on-the-ground relevance.

Key strategies:

- Engage select advocacy NGOs to amplify media outreach efforts as well as to engage the general public with whom they have more direct ties;
- Enlist and empower third party advocates to amplify MAP messages through media and in information materials;
- Showcase work/collaboration with the private sector through business-media;
- Add voices of partner international organizations such as GEF in media to raise MAP's visibility with key audiences;
- Align in-country/regional communications efforts with key challenges and priorities to demonstrate relevance of MAP issues.

3. Measurement

It is important to consider measurement at the beginning and be clear from the start about what is to be achieved, how the objectives will be met and what measurements will be used along the way to monitor progress and success.

Measuring is directly linked with strategy and impact. It not only concerns quantitative results but also qualitative analysis of the significance and meaning behind the findings. In an environment where communication has the power to shape conversation and drive policy outcomes, it is critical to measure the effectiveness of all strategies and tactics.

As it is impossible to measure everything, and not everything that is important can be measured a manageable number of key indicators have been identified as areas of focus. The metrics that can be used are numerous and varied including: tracking the number of information requests put to INFO/RAC's, number of press briefings, perception tracking surveys, analyzing website traffic, setting up ratings buttons for online content etc.

A three-pronged approach to measurement will be applied, combining relevant metrics, strategic interpretation and forward-looking insights, including the following:

- Quantitative measures, such as media metrics, website hits and information requests;
- Advocacy measures, which track and evaluate engagement and delivery of messages by others;
- Reputation measures, which tap into media influencers to assess progress and inform changes to tactics and approaches.

Using the primary research conducted by an independent consultant in 2010 as a communications baseline/benchmark, a mid-term review in 2014/15 will be aimed for to use as opportunity to take stock of progress and, if necessary, calibrate the approach.

Success will result in key audiences having a positive regard for UNEP-MAP and its mission, accompanied by an awareness of key messages, and/or perceptions consistent with the message framework agreed in 2012.

4. Resources

This strategy can be partially implemented with the use of existing financial and human resources. Currently, the Coordinating Unit can rely on a budget of approximately EUR 180,000 for the two-year period of 2012-2013 dedicated to operationalising external communications activities in addition to some additional resources in the Regional Activity Centres. A Communications Officer who will be supported by an Information Assistant/Website Administrator will help us fully capitalise on our new approach.

5. Annex I – SWOT Analysis

STRENGTHS

- Unique and successful representation of the region on equal footing
- Legal framework empowers Ministers for Environment
- Successful projects and outcomes in place
- Source of new data and research, and environmental knowledge and expertise
- Effective communication at technical level
- Holistic approach: scientific, technical, legal
- Strong network of partners
- Present online, understood and used by stakeholders familiar with MAP

OPPORTUNITIES

- Draw on region's diversity and knowledge
- Unique environmental bridge between North/South Mediterranean
- Partners willing to advocate MAP's goals
- Many stakeholders stand to benefit from engaging with MAP
- Global visibility on climate change
- Information increasingly accessed online – more interactive and wide-reaching
- Catalyst for environmental information outside of MAP

WEAKNESSES

- Mediterranean's different political priorities
- Governments do not always support Environment Ministries
- Confusion about MAP and its activities
- MAP's communications centre on focal points
- Complex internal structure
- Lack of centralized coordination between MAP and RACs
- Gaps in governance
- Information activities focus on technical level
- Lack of high-level political support

THREATS

- Decentralized structure makes it difficult to speak with one voice
- Limited financial resources and capacity unlikely to dramatically change
- Loss of some credibility because of insufficient concrete outcomes
- Varied online access across Mediterranean limits advocacy
- Lack of global visibility on some of MAP's issues

6. Annex II – Campaign approach

UNIFY

The One Voice campaign

- Create a clear communications structure in MAP
- Agree on common messaging based on solid research and therefore create a bigger push for the same environmental issues from MAP, including the MAP components and all of the partners
- Maximize internal buy-in with internal launch and consistent internal materials

MOBILISE

Proactive partnerships

- Implement 2012-2017 communications strategy, anchored around three key milestones projects or platforms each year
- Tailor materials to reach broader audiences
- Train MAP and partners through advocacy and regional communications workshops and support for select NGO partners to engage public
- Create same look, feel, messages on all websites – profile success stories

INSPIRE

Advocate Ignition

- Identify and engage select advocacy NGOs to amplify outreach efforts and inform key opinion formers
- Launch business roundtable to discuss MAP certification or criteria for partnership
- Leverage international organizations to raise visibility and influence with media and political audiences
- Engage the general public by tailoring materials, leveraging NGO partners and through media
- Implement a media strategy with news and human interest stories and background briefings to educate journalists