

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