2 . COORDINATION AND COHERENCE MECHANISMS

Good governance concerns both achieving desired results and achieving them in the right way.

Since the "right way" is largely shaped by the cultural norms and values of an organization, the task environment within which it functions and the resources at its disposal, there can be no universal template for good governance. Each organization must tailor its own definition of good governance to suit its needs and values.

There are some universal norms and values that apply across cultural boundaries. The United Nations has published a list of characteristics of good governance, which include:

• Participation,
• Transparency,
• Responsiveness,
• Consensus orientation,
• Equity,
• Effectiveness and efficiency,
• Accountability,
• Strategic vision.

[Source: "Governance and Sustainable Human Development", United Nations Development Programme, 1997.]

To ensure that sustainable development goals are realistically attained, action must be taken to work towards this ideal with the aim of making it a reality.

Within MAP, the Secretariat must provide strong leadership and act as a point of reference and advocate for governance reform.

To this end, the Coordinator, assisted by the Deputy Coordinator, should oversee governance performance over the long term, ensuring synergy with other United Nations organizations and programmes. This should include coordinating, revitalizing and organizing the work for the RACs (including MED POL) and the Mediterranean Commission on Sustainable Development (MCSD) in the light of the reformed MAP governance structures decided by the Contracting Parties.

It is evident that effective coordination is essential across MAP. In addition to implementing 'rules' decided by the Contracting Parties to support effective coordination, leadership and accountability must be provided by the Secretariat.

Accountability will also be promoted through the Executive Coordination Panel (ECP), chaired by the Secretariat and made up of the Directors of the MAP Components to enhance collaboration and coordination across the MAP system.

The Executive Coordination Panel formalizes the meetings of the RAC Directors. It should meet regularly, four times a year, and submit a summary of its discussions to the Bureau and to MAP Focal Points for information and for approval where relevant.

The issues to be considered by the ECP should include cooperation in the development and implementation of the MAP Work Programmes, as well as brainstorming on relevant policy issues and providing advice to the Secretariat in the RACs' respective areas of competence including recommendations on the methods and means to tackle operational issues. Priority tasks of the Executive Coordination Panel will be to identify, design and lead the

implementation of an effective process of integration of RACs activities and set up the Work Programme accordingly.

The ECP will meet regularly as specified above, but also when needed by urgent situations, with a permanent online network. The Secretariat will establish the ECP agenda;

2.1 IMPLEMENTATION OF GOOD GOVERNANCE

The Coordinator, assisted by the Deputy Coordinator, is responsible for the full implementation and monitoring of the governance reform process as outlined in this section of the document. Implementation of good governance must incorporate activities to assist in overcoming potential obstacles to reform. Potential obstacles must be anticipated, identified in advance and pre-emptively addressed where possible.

2.2 AUDITING & FINANCIAL MANAGEMENT

In order to ensure consistency and coordination of the MAP system and develop a consolidated planning process, a thorough management audit of each MAP component should be accompanied by a regular cross-audit of MAP as a system, including activities financed by the Mediterranean Trust Fund (MTF) and those financed by other sources. Recommendations from the auditing process should be transparently shared by the MAP components and be considered for setting the way forward and for related distribution of financial resources.

Furthermore, with the aim of having a clear vision and contributing to improved management of resources in the MAP system, such audits will take into consideration the full range of funds mobilized by MAP components, from both internal and external sources.

2.3 INTERNAL COMMUNICATION

Internal communication, namely that which is oriented towards improving relations among MAP components and relations with the Contracting Parties to the Barcelona Convention, shall be regular and fully transparent so as to ensure coordination, exchange of information and optimization of resources and improve the sense of belonging to the MAP system as a whole.

Such an approach will generate participation and 'ownership' at every level. It is therefore expected that purpose, activities and impacts are clearly communicated, illustrated and discussed by the MAP components and other parties involved.

Translations of documents distributed to the Contracting Parties should be provided promptly following the diffusion of the original language version.

2.4 INFORMATION MANAGEMENT AND EXTERNAL COMMUNICATION

The MAP system generates a significant volume of data and information, both coming from the reports of the Contracting Parties and produced by the work of the MAP components. To ensure the optimal use of this rich resource as a tool for meeting the goals of the Barcelona Convention and its protocols and strategies, MAP requires an integrated data system and an effective, targeted external communications programme. The MAP policy concerning information and communication shall be regularly reviewed and updated as required.