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DRAFT GOVERNANCE PAPER

The Draft Governance Paper has been prepared by the Drafting Committee, established by the extraordinary meeting of MAP Focal Points in Catania in November 2006 led by Italy

DRAFT GOVERNANCE PAPER

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Attached Document: Actions Needed to Bring MAP system into line with Governance Paper

1. MAP GOVERNANCE GOALS AND PRINCIPLES

MAP was originally conceived as a catalytic entity to guide the numerous actors operating in the Mediterranean region whose collective conduct and activities determine the quality of its environment. After 30 years, the socio-economic, political and environmental situation in the area has evolved. There is wide recognition that the MAP system needs to adapt to these changes to better meet the present and complex challenges.

MAP is faced with the inter-related challenges of good governance, increased visibility and maintaining relevance to the environmental and sustainable development challenges of the region. The main goal of this governance document is to ensure that the MAP system establishes and implements the required *modus operandi* – especially in terms of *coordination*, *approaches* to actions as well as the *operational structure*.

In particular, the MAP governance system should ensure two crucial aspects:

1. Strong and cooperative relationships among MAP Components and key actors, and
2. A MAP organisational system that is organized:
 - Consistent with the intent and obligations of the Barcelona Convention, its Protocols and Strategies;
 - Responsive to contemporary needs and priorities;
 - Efficient and effective (in terms of good governance principles and measures) to meet future goals;
 - Structured to optimise the use of resources.

A well functioning MAP structure will:

- Be streamlined for effectiveness;
- Ensure implementation of the Barcelona Convention and its Protocols;
- Ensure effectiveness of the measures taken towards the implementation of the Barcelona Convention and its Protocols using a system of suitable indicators;
- Ensure that RACs, including MED POL, operate as integral parts of MAP and their work is entirely focused on implementation of the Convention and its Protocols;
- Ensure that Contracting Parties, as essential parts of the Barcelona Convention, do play a full and active role in the Barcelona Convention/MAP system;
- Properly target dissemination of information to enhance implementation effectiveness and political and public visibility, as well as strengthen the commitment within Contracting Parties.

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 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, actions 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. This should include coordinating, revitalizing and organizing the work for the RACs (including MEDPOL) and the 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 (EAP), 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 formalises the meetings of the RAC Directors. It should meet regularly, 4 times a year and submit a summary of its discussions to the Bureau and to MAP Focal Points for information and for eventual approval.

The issues to be considered by the EAP should include cooperation in 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 Working Program (WP) 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 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 the one oriented towards improving the relations among MAP Components as well as the 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.

3. MANDATE FOR COORDINATING UNIT

This chapter concerns the body established in Athens by UNEP to provide the Secretariat of the Barcelona Convention as stipulated in art. 17 of the Convention. It does not, however, address the mandate of the MEDPOL team which is functionally equivalent to a RAC and whose specific mandate is therefore covered in section 4.

The Coordinating Unit should be known externally as the “Barcelona Convention / MAP Secretariat”. The term MEDU should only be used as absolutely required for internal purposes within UNEP.

As Secretariat for the Barcelona Convention, the overall mission of the Coordinating Unit is to take all steps necessary to promote and facilitate the full and proper implementation of the Barcelona Convention, its protocols and strategies, and the Decisions and Recommendations taken at the COPs. The Coordinating Unit will accomplish this mission through ensuring the good functioning of the MAP system, and through facilitating the work of the Contracting Parties to meet their commitments under this Convention.

The work of the Coordinating Unit is to be undertaken with the technical support and assistance of the MAP Regional Activity Centers (including MEDPOL) as per their individual mandates, and as per specific Decisions of the Contracting Parties.

According to article 17 of the Barcelona Convention and its protocols, certain specific tasks are assigned to the Secretariat of the Convention, with subpara vii. of this article stating that other tasks may be assigned to the Secretariat by the Contracting Parties.

The MAP Work Program (see chapter 6) should clearly identify whether a task is to be undertaken by the Coordinating Unit and/or by one or more of the RACs. Other Decisions taken by the Contracting Parties at COPs should likewise clearly identify if they are specifically addressed to one or more RAC. When this is not stated, the Coordinating Unit will be considered directly responsible for the execution of Decisions assigned to the Barcelona Convention / MAP Secretariat by the Contracting Parties,

On this basis and with regard to its overall mandate, the following tasks should be performed by the Barcelona Convention / MAP Secretariat:

Representation and Relations*:

- Ensuring high-level policy and political dialogue with the Contracting Parties and third countries, in all matters related to the implementation of the Barcelona Convention, its Protocols and strategies.
- Representation of the Secretariat of the Barcelona Convention at international fora; liaison with the CSD and other similar international and regional bodies.
- Liaison with countries hosting RACs, on matters related to their establishment and functioning.
- Maintaining regular contact with the Contracting Parties, via their designated MAP Focal Points.

* Aspects of this task might also be delegated by the Coordinator to the Directors of the RACs (including MEDPOL) when appropriate.

- Liaison with NGOs, local authorities, and private actors about matters of horizontal relevance to the Barcelona Convention and its Protocols and strategies, particularly on matters concerning legal issues and general policy.
- Oversight to ensure policy coherence and approval for distribution of all publications (including paper and digital publications) and press releases drafted by the MAP components.

Legal Affairs:

- Management of the legal aspects of the Barcelona Convention; coordination of the legal instruments of the Barcelona Convention; and advice to the Contracting Parties and the RACs (including MEDPOL) on legal matters related to the Barcelona Convention and its Protocols.
- Ensuring the functioning of the Reporting System and the Compliance Mechanism required by the Barcelona Convention and its protocols, including tracking information on the status of all Decisions and Resolutions of the Contracting Parties.

Preparation and Organisation of Meetings:

- Providing the secretariat and organizing meetings of any high level advisory bodies or horizontal working groups established by the Contracting Parties (including the MCSD), as well as providing the secretariat and organizing the COPs, plenipotentiary meetings, meetings related to legal/reporting/compliance issues, meetings of the MAP Focal Points, meetings of the Bureau of the Convention, etc.

Work Programme Development and Implementation :

- Ensuring overall coherence and complementarity of the work undertaken by the RACs (including MEDPOL) and by the Coordinating Unit itself, through:
 - Coordinating the preparation of the proposals to the Contracting Parties concerning the 5 year Indicative Programme and the biannual Work Programme;
 - Monitoring the implementation of the MAP Work Programme (including the components assigned to the RACs and MEDPOL), and reporting regularly to the Contracting Parties thereon.
 - Providing formal and informal guidance to the RACs and MEDPOL on issues requiring involvement of the Coordinating Unit in their work, particularly issues of a legal or horizontal nature;
 - Facilitating and encouraging the regular flow of information between and among the RACs (and MEDPOL), including bilateral networking and cooperation between the MAP components;

Information and Communication:

- Coordination of the implementation and periodic updating of the MAP Information and Communication Policy

Financial Issues:

- Ensuring financial management of the MAP system, with full respect for the rules in force and with due consideration for all recommendations of internal and external auditors, including:
 - Managing and monitoring all contributions to and disbursement from the MTF, and
 - Monitoring the contributions from external resources received by the MAP components (RACs including MEDPOL) in order to ensure that the activities financed are consistent with their individual mandates and the overall objectives of the MAP system.
- Maintaining, in coordination with the Directors of the RACs (including MEDPOL), up-to-date information concerning all staff posts within the MAP system, including job descriptions; ensuring appropriate training for MAP staff.
- Development and implementation of a strategy to attract additional resources (finance and human) to increase the capacity of the Barcelona Convention / MAP Secretariat and the RACs (including MEDPOL), from sources including the Contracting Parties, donor countries, the private sector, etc.

The Barcelona Convention / MAP Secretariat is overseen by the MAP Coordinator, with the support and assistance of a Deputy Coordinator. The diplomatic and representational tasks of the Secretariat should be undertaken primarily by the Coordinator, with the Deputy Coordinator playing a greater role in the day-to-day operational issues of the Secretariat (e.g. review of documents, relationship with RACs and MEDPOL, etc.) The detailed division of tasks shall be identified in their respective job descriptions.

4. MANDATES FOR REGIONAL ACTIVITY CENTERS AND PROGRAMMES*

The mandate for each RAC should at a minimum include the following:

- Long term and horizontal Goals and Objectives, clearly identifying its role and the contribution to the implementation of the Barcelona Convention, its Protocols and strategies;
- Scope of Work including governing principles by which the RAC will operate. Clear reference should be made to the cooperation with other RAC's, the coordination by the MAP Coordinating Unit and the roles of the Focal Points meetings, the MCSD and of the Conference of the Parties;
- Clear rules and procedures and related requirements/mechanisms to implement the principles.

To ensure comparability and harmonization among RACs, the mandates should be formulated in a standard format and clearly linked to specific sections/paragraphs of the Barcelona Convention, its Protocols and strategies.

Each mandate should outline the modality of working relationships with the Secretariat and the other MAP Components and specifically, indicating mechanisms for developing and maintaining working partnerships among MAP Components and other key MAP stakeholders, e.g. national authorities, NGOs, private sector, local authorities.

The mandates should also make clear reference to the sources and mechanisms for financing the operations and activities of the RAC.

Each mandate should also highlight how the RAC will contribute to the collective goals of UNEP/MAP especially in knowledge management-dissemination and in improving overall MAP visibility, which is a critical and on-going collective responsibility of all MAP Components.

The mandate must include a clear reference and specific mechanisms for regular, efficient, effective and transparent reporting on activities/actions. Such reporting shall be provided to the Contracting Parties.

* For all practical purposes, MEDPOL should be considered a RAC. Therefore all references in this Governance Document to 'RACs' shall be read to also include MEDPOL.

5. INSTITUTIONAL STATUS OF THE RACS

As acknowledged during the Bureau meeting held in Slovenia on 6-7 April 2006 (see doc UNEP/BUR 64/4) the situation of the status of the RACs presents at the moment an extended variety of solutions. It ranges from the UN official status of REMPEC to the national agency/body of CP/RAC, INFO/RAC, SPA/RAC, to the “embedded” MAP status of MED POL and to the almost NGO status of BP/RAC.

It was recognized that such diversity poses serious obstacles to a fully functional and harmonized coordination among Secretariat and MAP Components.

The homogenization/harmonization of institutional status of the RACs (including MEDPOL), along with a clarification of their specific roles in the process of implementation of the Barcelona Convention is therefore a priority.

This in fact represents a crucial prerequisite for a fully functional and consolidated system of good governance for MAP.

6. WORK PROGRAMME AND LONG TERM PLANNING

Principles:

To ensure predictability in the work of the MAP, planning shall be based on a five year Indicative Program that outlines the goals and identifies actions within the MAP system over the following five year period. In order to provide continuity, ensure effectiveness, relevance and allow for appropriate amendments on the face of new developments, this five year Indicative Program will be reviewed and revised on a 'rolling' basis at each COP. Each COP, also considering the interim results and the status of the implementation submitted by the MAP Secretariat, will also adopt a more detailed two year Work Program specifying the actions that will be undertaken in the following biennium.

The purpose of the activities included in the MAP Work Programmes shall be to facilitate and promote the full implementation of the Barcelona Convention, its protocols, and strategies as well as the Decisions and Recommendations of the COPs.

Both the five year Indicative Programme and the detailed two year Work Programme must cover the entirety of MAP activities, including both actions to be financed from the MTP as well as those to be financed from other sources. Activities outside of the scope of the Work Programme adopted by the COP could, when justified, be undertaken by MAP components if in line with their mandates. However, the Bureau should approve the relevant amendments to the Work Programme before any such additional activities are launched.

Preparation of Proposed Programmes:

The five year Indicative Programme and the biennial Work Programmes are adopted by the Contracting Parties at the COPs on the basis of a proposal to be tabled by the Secretariat.

The Coordinating Unit will oversee the preparation of the draft programmes based on preliminary suggestions from the RACs according to their respective areas of competence, and on the basis of an analysis of the results achieved.

Proposals for the biennial Work Programme should take into account the existing 5-year Indicative Programme (as adopted at the previous COP), as well as the results of SoE and Compliance monitoring exercises (see section 7 of this document). Each RAC should consult its designated Focal Points as appropriate in preparing its proposals; the RACs are also encouraged to communicate among themselves at this stage, to enhance the complementarity of their proposed portions of the MAP Work programmes.

For each element proposed to be included in the Programmes, the proposing MAP Component should prepare a logical framework fiche as follows.

For each item in the five year Indicative Programme:

- Objectives and Outputs;
- Indicative activities to meet objectives;
- Relation to Convention, protocols, adopted strategies and Decisions of the Contracting Parties;
- Link to other actions (ongoing/past; external/internal to MAP);
- Indication of resources needed;
- Risks.

For each action in the two-year Work Programme:

Action proposed:

- ❖ Objective / Specific Outputs;
- ❖ Long-term sustainability / follow-up of outputs;
- ❖ Proposed indicator(s) to monitor its achievement;
- ❖ Rationale / Relationship to Convention, protocols, adopted strategies and Decisions of the Contracting Parties;
- ❖ Relationship to existing rolling programme (or in case not included, rationale for addition);
- ❖ SWOT analysis;
- ❖ Link to other actions (ongoing/past; external/internal to MAP) – and how synergies will be ensured;
- ❖ Resources needed – human and financial;
- ❖ Budget source;
- ❖ Division of responsibilities in MAP system;
- ❖ Risks and how they will be managed.

The RACs and MEDPOL should use the preparation of this fiche as a tool to help ensure the relevance and expected effectiveness of the activity they propose.

Upon receipt of the proposals from the individual RACs, the Coordinating Unit shall screen them for coherence and feasibility, and particularly to consider strategic aspects of the elements to be introduced in the final years of the rolling Indicative Programme. The Coordinating Unit is encouraged to consult with partner organizations as appropriate at this phase.

The Coordinating Unit will then transmit the consolidated draft proposals for the five year Indicative Programme and the Work Programme for the upcoming biennium to the MAP Focal Points for preliminary written comments/observations, at least four months before the MAP Focal Point Meeting. The Coordinating Unit should review the comments received in a meeting of the RAC Directors, with a view to preparing a revised draft for submission to the MAP Focal Points meeting. The discussion at the Focal Points meeting should particularly consider the overall coherence and practicality of the proposed biannual Work Programme and the strategic direction of the proposed five year rolling Indicative Programme.

A final draft of each Programme will then be submitted by the Secretariat to the Contracting Parties meeting for adoption.

COP Decisions and Recommendations:

Decisions taken by the Contracting Parties at the COP should be practical and concise. The Contracting Parties will adopt the five year Indicative Programme and the biannual Work Programme through one Decision at the COP. The Parties should refrain from adopting additional Decisions that assign tasks to the Secretariat in lieu of (or in addition to) including these tasks in the Work Programme.

Any other Decision addressed to the Secretariat should clearly identify if it is directed towards the Coordinating Unit alone, specific RAC(s), or to the MAP components as a whole.

Decisions addressed to the Contracting Parties themselves should be operational (not declaratory), implementable and precise enough to enable future assessment of compliance. Such Decisions should be coherent with the strategic directions and timing of actions contained in the Work Programmes.

Political declarations and Recommendations by the Contracting Parties should be distinguished from Decisions, and are not subject to compliance reporting.

7. MONITORING OF PROGRESS (TOWARDS GOAL-VISION TOWARDS AND IMPLEMENTATION OF WORK PROGRAMME)

The objective of the Barcelona Convention, its protocols and strategies is to effect real changes to improve the environment in the Mediterranean Sea area. It is essential to have a good understanding of whether progress is being made towards accomplishing the objectives set, and to identify where better performance is needed.

Progress monitoring must consider both the steps undertaken and also the results on the ground as well as the underlying causes of success or failure. Results of this monitoring should feed back into the preparation of future Indicative Programmes and biannual Work Programmes, and thereby be used to improve the effectiveness of actions undertaken by the MAP components and by the Contracting Parties themselves.

A suitable system of indicators is required to measure the effectiveness of the measures taken towards the implementation of the Barcelona Convention and its Protocols, as well as to know trends in the Mediterranean environment. The pertinent information from different sources must be brought together in a coherent information system for this purpose.

State of the Environment reporting

Indicators to monitor results on the ground should be compiled from SoE reporting. Such State of the Environment indicators are key input for designing future Indicative Programmes of MAP.

Several components of the MAP system already collect information on the State of the Environment, including to fulfil requirements of the protocols for technical reporting to MAP. In addition, other regional initiatives, including the MEDSTAT programme and activities underway at the EEA, generate information about the State of the Environment. For reasons of efficiency and completeness, MAP Secretariat should coordinate its activities with these other initiatives whenever possible. The first step to be taken by MAP should be to integrate the data collected by the various RACs (including MEDPOL). Ultimately, the region should move towards a 'report once' approach whereby State of the Environment data is collected following agreed standards so that they can be used for multiple purposes, incl. national needs, EC requirements, requirements of other conventions, etc.

Legislative / institutional progress in Contracting Parties

The MAP Reporting Mechanism provides information concerning how legislation and institutions in the Contracting Parties comply with the requirements of the Barcelona Convention and its protocols, including the Decisions of the COP that are addressed to the Contracting Parties. On the basis of the Reports from the Contracting Parties on the implementation of the Barcelona Convention and its Protocols, the Secretariat should elaborate a report describing the overall situation regarding legislative and institutional progress in the region. Such information can be used to identify steps needed to correct any non-compliance, and the future MAP Work Programmes can be designed accordingly.

Progress in Implementation of Work Programme

Information about the state of implementation of the current MAP Work Programme, including the technical details considered useful for proper understanding and evaluation, is needed both to steer its management, and also as input to the design of future programmes.

Regular communication among RACs and between RACs and the Coordinating Unit is key to ensuring the early identification of any problems related to the implementation of the biannual Work Programme.

Regular formal reports (e.g. at a frequency of 6 months) shall be submitted by the RACs to the Coordinating Unit. These reports should be structured following the actions in the biannual Work Programme, and cover all substantive, administrative and financial aspects of the Centre's activities. They should highlight any problems encountered in implementation, or needs for divergence from the agreed Work Programme.

Reports should be discussed by the Bureau, which will provide guidance to the Secretariat in resolving any problems. The reports should also be made available to all Contracting Parties.

At a minimum, the reporting should assess progress with respect to:

- Name and exact purpose of activity(s);
- Reference to the date that the mandate was given for the specific activity and the body that gave the mandate;
- Implementation of activities in line with the purpose, highlighting convergence or divergence from goals and identifying the respective reasons and justification for any deviation/changes, mentioning technical details to enable proper understanding and evaluation;
- Associated cost/benefits using an objective and transparent approach;
- Impact of the activity. Periodical evaluations of all major activities should be carried out by authoritative and independent experts;
- Efforts to mobilize external resources in order to effectively implement activity(s).

8.1 ROLE OF MAP FOCAL POINTS

Designation

The MAP NFPs shall be designated by the competent Ministry/bodies representing the Contracting Parties to the COP.

The MAP FPs shall be appropriately empowered persons, officially from the administration of the Contracting Party. They shall serve as the official conduit for communication between the Secretariat and Contracting Parties. To correctly fulfil their tasks, MAP FPs must receive in a timely manner, all relevant MAP correspondence and documents.

The name and functions of the designated FPs shall be communicated to the MAP Secretariat and to all concerned parties at the national level.

Any change with respect to the designation of the MAP FPs shall be notified to the Secretariat and other concerned authorities and bodies

Main tasks

- Coordinating the relationship between the MAP Secretariat and governmental/administrative bodies concerned by MAP's mandate and activities
- Coordinating with governmental/administrative bodies, as appropriate, for the preparation of the Contracting Parties meetings and disseminating Secretariat working documents to concerned bodies
- Transmitting official comments and documents to MAP Secretariat
- Attending the meetings of the MAP FPs
- Disseminating nationally the recommendations and the decisions adopted by the Contracting Parties meeting and the Bureau
- Following the implementation of the decisions of the Contracting Parties in particular with respect to:
 - procedures for ratification of MAP legal instruments
 - preparation of relevant national legislation
 - adoption and implementation of relevant national plans and strategies
 - preparation of projects and programs for the implementation of the Convention and its protocols
 - preparation and transmission of reports in accordance with article 26 of the Convention
 - preparation and transmission of reports as requested by article 27 of the Convention on compliance
- Nominating appropriate national experts to participate at MAP meetings and activities after consulting with governmental/administrative bodies, as required
- Liaising with NGO's and other partners concerned with MAP activities
- Diffusing information on MAP activities making use as appropriate of MAP information documents
- Liaising with local representatives of international financial facilities, institutions and programs for the support of projects related to the implementation of MAP
- Serving as contact point of the Contracting Party for matters related to the MCSD/MSSD
- Coordinating with the Contracting Party's RAC FPs
- Informing and advising RAC FPs about the Contracting Party's strategy regarding the Barcelona Convention and its protocols, and other Mediterranean policies
- Informing RAC FPs about decisions and activities that may be relevant to them
- Assisting the MAP Secretariat in the identification of relevant experts for specific initiatives or consultations

Support to MAP FPs

- For the fulfilling of their tasks, it is advisable that the MAP FPs should receive, as appropriate, support as follows:

Governmental/administrative bodies shall:

- Inform and, as appropriate, associate MAP FPs in the elaboration and implementation of the CP's policies, strategies, programs and projects related to the implementation of the Barcelona Convention and its protocols
- Provide MAP FPs with any relevant data and information
- Consult MAP FPs about the designation RAC FPs
- Provide MAP FPs with adequate resources as required for the execution of their tasks, within the context of broader national fiscal and staffing policies and priorities
- Keep MAP FPs informed of developments related to the implementation, by the Contracting Party, of Multilateral Environmental Agreements relevant to the Barcelona Convention and its Protocols

The MAP Secretariat shall :

- Channel, where appropriate, its communications with the Contracting Party through MAP FPs
- Keep MAP FPs informed of correspondence or documents sent to RAC FPs
- Provide support, including appropriate training, to the MAP FPs to enable them to carry out their tasks

Relations with RACs FPs

- MAP FPs shall be kept informed by the RAC FPs of their activities in relation to the implementation of Decisions and Recommendations of the Contracting Parties, including their programme of work
- MAP FPs shall be informed by RAC FPs about the Contracting Party's needs and objectives identified in their specific field of action
- MAP FPs shall receive the necessary support for the execution of their tasks, including contributions for the preparation of the reports for the MAP Secretariat
- MAP FPs shall coordinate with RACs' FPs for the preparation of MAP meetings and other activities

8.2 TERMS OF REFERENCE FOR BP/RAC FOCAL POINTS

Designation

The BP/RAC FP shall be designated by the competent Ministry/body of the Contracting Parties in consultation with the MAP FP.

The Blue Plan FP shall be appropriately empowered persons appointed by the governmental/administrative body responsible for the broader policies on environmental protection and sustainable development.

The name and functions of the designated FPs shall be communicated by the MAP FP to the MAP Secretariat and Blue/Plan Director as well as to concerned bodies in the Contracting Party.

Tasks

BP/RAC FP shall be responsible for:

- Maintaining the relationship between BP/RAC and governmental/administrative bodies
- Contributing to the preparation of BP/RAC FPs meetings through comments and proposals either on their own initiative or on documents prepared by BP/RAC, after consultation with Contracting Party bodies as required
- Attending the FPs meetings and reporting on their conclusions to governmental/administrative bodies and MAP FPs
- Disseminating BP/RAC technical and information documents, guidelines, studies etc. to concerned bodies
- Following, in consultation with MAP FPs, the implementation of relevant Decisions and Recommendations of Contracting Parties meetings
- Liaising with NGOs, the Academic and Scientific Community and the socio economic actors concerned by BP/RAC activities
- Communicating to MAP FPs all information and documents needed for the execution of their tasks
- Disseminating and promoting the BP/RAC documents and publications to the concerned government/administrative bodies as well as public and private institutions and interested individuals
- Organizing where necessary presentations and discussions together with partners and experts and with the participation of BP/RAC to promote the Centre's activities
- Transmitting to BP/RAC information relevant to its role as the Mediterranean Environment and Development Observatory, as well as one of the Support Centres for the Mediterranean Commission for Sustainable Development (MCSD)
- Assisting BP/RAC to obtain other useful information by identifying relevant sources and key contact persons
- Contributing to the preparation of MCSD meetings through comments and proposals either on their own initiative or on documents prepared by BP/RAC, after consultation with national bodies
- Producing, where necessary, joint publications with BP/RAC
- Assisting BP/RAC in the identification of relevant experts for specific initiatives or consultations

Support measures

- For the fulfilling of their tasks, it is advisable that the BP FPs receive support as follows and as appropriate:

Contracting Party bodies shall:

- Associate BP/RAC FPs in the elaboration and implementation of Contracting Party policies or strategies on sustainable development including the production of related statistics and indicators
- Transmit to BP/RAC FPs all information needed, specially for the follow-up of relevant Decisions and Recommendations of the Contracting Parties Contracting Parties
- Provide BP/RAC FPs with adequate resources as required for the execution of their tasks, within the context of broader fiscal and staffing policies and priorities of the Contracting Party

BP/RAC shall:

- Provide FPs with all information needed for the execution of their tasks including the technical details considered useful for proper understanding and evaluation
- Provide support, including appropriate training, to BP/RAC FPs to enable them to carry out their tasks

8.3 TERMS OF REFERENCE FOR CP/ RAC FOCAL POINTS

Designation

The CP/RAC FP shall be designated by the competent Ministry/body of the Contracting Parties in consultation with the MAP FP.

The CP/RAC FPs shall be appropriately empowered persons appointed by the governmental/administrative body responsible for pollution control and environmental technology policies.

The name of the designated FPs shall be communicated by the MAP FP to the MAP Secretariat and CP RAC Director as well as to concerned bodies in the Contracting Party.

Tasks

CP/RAC FPs shall be responsible for:

- Maintaining the relationship between CP/RAC and all relevant stakeholders within the Contracting Party
- Contributing to the preparation of CP RAC FPs meetings through comments and proposals either on their own initiative or on documents prepared by CP RAC, after consultation with Contracting Party bodies as required
- Attending the FPs meetings and reporting on their conclusions to governmental/administrative bodies and MAP FPs
- Disseminating CP RAC technical and information documents, guidelines, studies etc. to concerned bodies
- Following, in consultation with MAP FPs, the implementation of relevant Decisions and Recommendations of Contracting Parties meetings
- Communicating to MAP FPs all information and documents needed for the execution of their tasks, including reports on implementation
- Liaising with governmental/administrative bodies in drafting public policies related to sustainable production and consumption, as well as in setting up appropriate programmes, voluntary agreements with the production sectors, and other initiatives
- Liaising with other regional and international processes related to cleaner production
- Liaising with local representatives of international financial facilities, institutions and programs for the support of projects related to the implementation of CP RAC activities
- Working with all stakeholders for achieving effective implementation of sustainable production, eco- efficiency and responsible consumption
- Identifying the needs of the Contracting Party with respect to clean production and proposing activities according to those needs
- Organising activities in the Contracting Party (national workshops, courses, exchange of experts, etc.)
- Providing national information on specific topics, for:
 - CP/RAC studies and publications
 - Case studies of cleaner production measures
 - Assisting CP/RAC in the identification of relevant experts for specific initiatives or consultations

Support measures

For the fulfilling of their tasks it is advisable that the CP/RAC FPs receive support as follows and as appropriate:

Contracting Party bodies shall:

- Provide CP RAC FPs with adequate resources as required for the execution of their tasks , within the context of broader fiscal and staffing policies and priorities in the Contracting Party
- Associate CP RAC FP in the elaboration and implementation of Contracting Party policies, strategies and projects on cleaner production
- Transmit to CP RAC FPs all information needed, specially for the follow-up of those Contracting Parties meeting recommendations addressed to Contracting Parties

CP RAC shall:

- Provide FPs with all information needed for the execution of their tasks including the technical details considered useful for proper understanding and evaluation
- Provide support, including appropriate training, to CP/RAC FPs to enable them to carry out their tasks

8.4 TERMS OF REFERENCE FOR INFO/RAC FOCAL POINTS

Designation

The INFO/RAC FP shall be designated by the competent Ministry/body of the Contracting Parties in consultation with the MAP FP.

The INFO/RAC FPs shall be appropriately empowered persons appointed by the governmental/administrative body responsible for environment and sustainable development policy.

The name of the designated FPs shall be communicated by the MAP FP to the MAP Secretariat and INFO/RAC Director as well as to concerned bodies in the Contracting Party.

INFO/RAC FP shall be responsible for:

- Maintaining the relationship between INFO/RAC and governmental/administrative bodies
- Contributing to the preparation of INFO/RAC FPs meetings through comments and proposals either on their own initiative or on documents prepared by INFO/RAC, after consultation with Contracting Party bodies as required
- Attending the FPs meetings and reporting on their conclusions to governmental/administrative bodies and MAP FPs
- Disseminating INFO/RAC technical and information documents, guidelines, studies etc.. to concerned bodies
- Following, in consultation with MAP FPs, the implementation of relevant Decisions and Recommendations of Contracting Parties meetings
- Liaising with NGOs, the Academic and Scientific Community and media concerned by INFO/RAC activities
- Communicating to MAP FPs all information and documents needed for the execution of their tasks
- Keeping informed of and supporting INFO/RAC activities in its two focus areas of:
 - ICT and especially the design and implementation of InfoMAP,
 - Public Communication, increasing awareness and media relations and communications
- Identifying and highlighting areas of synergy and cooperation between INFO/RAC activities and those of Contracting Party agencies and programmes
- Identifying synergies between European initiatives and programs, such as INSPIRE and GMES, and among international forums, such as GEO, directly related with the INFO/RAC mandate, to collaborate closely with them
- Identifying funding and/or co-financing opportunities between the activities of INFO/RAC and programmes and/or projects in the Contracting Party
- Commenting on and/or contributing to all On-line forums, Web Sites, documents, reports etc, or other outputs of INFO/RAC as required or appropriate to do so
- Bringing to the attention of INFO/RAC any relevant contacts, programmes, networks, innovations etc. that could assist INFO/RAC with its activities and mandate
- Assisting INFO/RAC in the identification of relevant experts for specific initiatives or consultations

Support measures

For the fulfilling of their tasks it is advisable that the INFO/RAC FPs receive support as follows and as appropriate:

Contracting Party bodies shall:

- Associate INFO/RAC FPs to the definition and implementation, of Contracting Party policies, strategies and projects on environmental awareness and communication
- Transmit to INFO/RAC FPs all information needed, specially for the follow-up of those Contracting Parties meeting recommendations addressed to Contracting Parties
- Provide INFO/RAC FPs with adequate resources as required for the execution of their tasks , within the context of broader fiscal and staffing policies and priorities in the Contracting Party

INFO/RAC shall:

- Provide FPs with all information needed for the execution of their tasks including the technical details considered useful for proper understanding and evaluation,
- Provide support, including appropriate training, to INFO/RAC FPs to enable them to carry out their tasks

8.5 TERMS OF REFERENCE FOR MED POL FOCAL POINTS

Designation

The MED POL FPs shall be designated by the competent Ministry/body of the Contracting Parties in consultation with the MAP FP.

The MED POL FP shall be appropriately empowered persons appointed by the Contracting Party body responsible for the regulation of discharges into the marine environment from land-based sources.

The name and functions of the designated MED POL FP shall be communicated by the MAP FP to the MAP Secretariat and MED POL Coordinator as well as to concerned bodies in the Contracting Party.

Tasks

MED POL FPs shall be responsible for:

- Coordinating and ensuring the implementation of the MED POL Programme activities in his/her Contracting Party
- Maintaining the relationship between MEDPOL and governmental/administrative bodies
- Contributing to the preparation of MED POL FPs meetings through comments and proposals either on their own initiative or on documents prepared by MED POL, after consultation with Contracting Party bodies as required
- Attending the meetings and reporting on their conclusions to governmental/administrative bodies and MAP FPs
- Disseminating MED POL technical and information documents, guidelines, studies etc. to concerned bodies and other relevant institutions and stakeholders
- Ensuring and following up, in consultation with MAP FPs, the implementation of relevant recommendations of Contracting Parties meetings including monitoring, implementation of the LBS Protocol, SAP and NAPs, the Dumping Protocol and the Hazardous Waste Protocol
- Communicating to MAP FPs all information and documents needed for the execution of their tasks, including reports on implementation of and compliance with the LBS, the Dumping and the Hazardous waste Protocols as appropriate
- Liaising with NGOs, the Academic and Scientific Community and the socio economic actors concerned by MED POL activities
- Liaising with the Contracting Party's FPs for other relevant Environmental Conventions
- Liaising with local representatives of international financial facilities, institutions and programs for the support of projects related to the implementation of MED POL activities in general and the NAPs in particular
- Ensuring and coordinating the preparation and the implementation of the Contracting Party's marine pollution national monitoring programme according to the agreed MED POL methodology
- Ensuring the collection of data and information deriving from the implementation of the monitoring activities and their transmission to the Secretariat according to the agreed MED POL methodology
- Following up the long term implementation of the NAPs to address pollution from land-based sources and collecting and transmitting to the Secretariat all the relevant data and information
- Assisting MED POL in the identification of relevant experts for specific initiatives or consultations

Support measures

- For the fulfilling of their tasks, it is advisable that the MED POL FPs receive support as follows and as appropriate:

Contracting Party bodies shall:

- Associate MED POL FPs to the formulation and implementation of Contracting Party policies or strategies and projects on prevention and control of land-based marine pollution including monitoring, dumping activities and management of hazardous waste
- Transmit to MED POL FPs all information needed, specially for the follow-up of those Contracting Parties meeting recommendations addressed to Contracting Parties
- Provide MED POL FPs with adequate resources as required for the execution of their tasks, within the context of broader Contracting Party fiscal and staffing policies and priorities

MED POL shall:

- Provide MED POL FPs with all information needed for them for the execution of their tasks including the technical details considered useful for proper understanding and evaluation
- Provide support, including appropriate training, to MED POL FPs to enable them to carry out their tasks

8.6 TERMS OF REFERENCE FOR PAP/RAC FOCAL POINTS

Designation

The PAP/RAC FP. shall be designated by the competent Ministry/body of the Contracting Parties in consultation with the MAP FP.

The PAP/RAC FPs shall be appropriately empowered persons appointed by the governmental/administrative body responsible for coastal zone management policies.

The name and functions of the designated FP shall be communicated by the MAP FP to the MAP Secretariat and PAP/RAC Director as well as to concerned bodies in the Contracting Party.

Tasks

PAP/RAC FP shall be responsible for:

- Maintaining the relationship between PAP/RAC and Contracting Party bodies
- Contributing to the preparation of PAP/RAC FPs meetings through comments and proposals either on their own initiative or on documents prepared by PAP/RAC, after consultation with Contracting Party bodies as required
- Attending the meetings of the FPs and reporting on their conclusions to governmental/administrative bodies and MAP FPs
- Disseminating PAP/RAC technical and information documents, guidelines, studies etc.. to concerned Contracting Party bodies
- Following, in consultation with MAP FPs, the implementation of relevant Decisions and Recommendations of Contracting Parties meetings
- Liaising with NGOs, the Academic and Scientific Community and the socio economic actors in the CP concerned by PAP/RAC activities
- Communicating to MAP FPs all information and documents needed for the execution of their tasks, including reports on coastal zone management
- Liaising with local representatives of international financial facilities, institutions and programs for the support of projects related to the implementation of PAP/RAC activities
- Following the activities related to the follow-up of CAMP and maintaining links with the responsible institutions and other stakeholders in the implementation of the CAMP recommendations
- Assisting PAP/RAC in the identification of relevant experts for specific initiatives or consultations
- Following activities in relation to the implementation of the ICAM Protocol once it is adopted. (**Secretariat proposal**)

Support measures

For the fulfilling of their tasks it is advisable that PAP RAC FPs receive support as follows and as appropriate:

Contracting Party bodies shall:

- Associate PAP/RAC FPs in the elaboration and implementation, of national policies, strategies and projects on coastal zone management
- Transmit to PAP/RAC FPs all information needed, specially for the follow-up of those Contracting Parties meeting recommendations addressed to countries
- Provide PAP/RAC FPs with adequate resources as required for the execution of their tasks , within the context of broader fiscal and staffing policies and priorities of the Contracting Party.

PAP/RAC shall:

- Provide FPs with all information needed for the execution of their tasks including the technical details considered useful for proper understanding and evaluation
- Provide support, including appropriate training, to PAP/RAC FPs to enable them to carry out their tasks

8.7 TERMS OF REFERENCE FOR REMPEC FOCAL POINTS

Designation

The REMPEC FPs shall be designated by the competent Ministry/body of the Contracting Parties in consultation with the MAP FP.

The REMPEC FP shall be an appropriately empowered person appointed by the Contracting Party's body responsible for policy related to marine pollution from maritime activities and measures for its combating. If this body is not the same as - or part of - the body responsible for marine pollution emergencies, it is advisable to consider designating two (2) REMPEC FPs: one responsible for preparedness and response to marine pollution accidents, and the other responsible for prevention of pollution from ships.

The name and the functions of the designated REMPEC FPs shall be communicated by the MAP FP to the MAP Secretariat and to the REMPEC Director, as well as to concerned bodies in the Contracting Party.

Tasks

REMPEC FPs shall be responsible for:

- Maintaining the relationship between REMPEC and governmental/administrative bodies
- Regularly providing REMPEC with the information specified in Articles 4 and 7 of the Prevention and Emergency Protocol, and any other information relevant to its implementation
- Contributing to the preparation of REMPEC FPs meetings through comments and proposals either on their own initiative or on documents prepared by REMPEC, after consultation with relevant Contracting Party authorities as required
- Attending the meetings of REMPEC FPs and reporting on their conclusions to governmental/administrative bodies and to MAP FPs
- Disseminating REMPEC technical and information documents, guidelines, studies etc., to concerned authorities and other stakeholders within the Contracting Party
- Following, in consultation with MAP FPs, the implementation of relevant Decisions and Recommendations of Contracting Parties meetings including monitoring, in particular the implementation of the Regional Strategy for the prevention of and response to marine pollution from ships
- Liaising with NGOs, the Academic and Scientific Community and the socio economic actors concerned by REMPEC activities
- Communicating to MAP FPs all information and providing them with the documents needed for the execution of their tasks, including reports on implementation of and compliance with the Prevention and Emergency Protocol, as appropriate
- Liaising, as appropriate, with the authorities responsible for the implementation of relevant IMO and ILO Conventions
- Liaising with local representatives of international financial facilities, institutions and programs for the support of projects related to the implementation of REMPEC activities
- Ensuring that the Contracting Party's component of the regional communication and information system is always fully operational
- Providing assistance as appropriate to REMPEC in organizing national, sub-regional and regional training activities, meetings and exercises
- Assisting REMPEC in creating and keeping up-to-date databases relevant for response to oil spills and releases of other hazardous and noxious substances, and for prevention of pollution from ships, including in particular "country pages" on the REMPEC's website
- Facilitating the work within the Contracting Party, as appropriate, of the Mediterranean Assistance Unit, following its activation in case of a serious marine pollution accident

- Keeping REMPEC regularly informed on: (a) competent Contracting Party authorities in charge of oil pollution preparedness and response, (b) Contracting Party operational contact points (operational 24 hours a day) responsible for receipt and transmission of marine pollution reports, (c) the Contracting Party authority entitled to act on behalf of the State to request and render assistance in case of emergency, and (d) Contracting Party authorities responsible for prevention of pollution from ships
- Assisting REMPEC in the identification of relevant experts for specific initiatives or consultations

Support measures

- For the fulfilling of their tasks, it is advisable that the REMPEC FPs receive support as follows and as appropriate:

CONTRACTING PARTY bodies shall:

- Involve REMPEC FPs in the process of formulation and implementation of the Contracting Party's policies, strategies and projects related to the prevention and combating of marine pollution from maritime activities
- Transmit to REMPEC FPs all information needed, especially for the follow-up of those Contracting Parties meetings recommendations addressed to Contracting Parties
- Provide REMPEC FPs with adequate resources as required for the execution of their tasks, within the context of broader fiscal and staffing policies and priorities of the Contracting Party

REMPEC shall:

- Provide FPs with all information and training needed for the execution of their tasks including the technical details considered useful for proper understanding and evaluation
- Provide support, including appropriate training, to its FPs to enable them to carry out their tasks

NOTE: In case of marine pollution emergencies, all communications between REMPEC and the competent authorities of the Contracting Party concerned shall be established and maintained through the Contracting Party's Centre or Contact Point, operational 24 hours a day, which will be responsible for further dissemination of all such communications within the Contracting Party.

8.8 TERMS OF REFERENCE FOR SPA/RAC FOCAL POINTS

Designation

The SPA/RAC FP shall be designated by the competent Ministry/body of the Contracting Parties in consultation with the MAP FP.

The SPA/RAC FPs shall be appropriately empowered persons appointed by the governmental /administrative body responsible for Contracting Party policy on marine and coastal biodiversity and protected areas.

The name and functions of the designated FPs shall be communicated by the MAP FP to the MAP Secretariat and SPA/RAC Director as well as to the concerned bodies in the Contracting Party.

Tasks

SPA/RAC FPs shall be responsible for:

- Maintaining the relationship between SPA/RAC and governmental/administrative bodies
- Contributing to the preparation of SPA/RAC FPs Meetings through comments and proposals either on their own initiative or on documents prepared by SPA/RAC, after consultation with Contracting Party bodies as required
- Attending the FPs Meetings and reporting on their conclusions to governmental/administrative bodies and MAP FPs
- Disseminating SPA/RAC technical and information documents, guidelines, studies etc. to concerned bodies
- Following, in consultation with MAP FPs, the implementation of relevant Decisions and Recommendations of Contracting Parties Meetings including the implementation of the SAP BIO and its related National Action Plans (NAPs)
- Liaising with NGOs, the Academic and Scientific Community and the socio-economic actors concerned by SPA/RAC activities
- Communicating to MAP FPs all information and documents needed for the execution of tasks, including reports on implementation of and compliance with the SPA and Biodiversity Protocol as appropriate
- Liaising with other relevant Environmental Conventions FPs on marine and coastal biodiversity issues
- Liaising with local representatives of international financial facilities, institutions and programmes for the support of projects related to the implementation of SPA/RAC activities and the NAPs
- **Communicating to SPA/RAC all information on the implementation of and compliance with SPA and Biodiversity Protocol**
- Disseminating SPA/RAC questionnaires, enquiries, etc. on specific issues relevant to the SPA and Biodiversity Protocol
- Disseminating the announcements, invitations, programmes, etc. of various events organised by SPA/RAC to appropriate bodies, organisations, resource persons, etc.
- Consulting with governmental bodies on the nomination of Contracting Party experts to participate at SPA/RAC meetings and activities
- Coordinating and helping, as appropriate, in the organisation of events/missions relevant to the SPA and Biodiversity Protocol in his/her Contracting Party
- Assisting SPA/RAC in the identification of relevant experts for specific initiatives or consultations

Support measures

- For the fulfilling of their tasks, it is advisable that the RAC SPA FPs receive support as follows and as appropriate:

CONTRACTING PARTY bodies shall:

- Associate SPA/RAC FPs in the elaboration and implementation, of Contracting Party policies, strategies and projects on marine and coastal biodiversity including monitoring and scientific research
- Transmit to SPA/RAC FPs all information needed, especially for the follow-up of those Contracting Parties Meeting recommendations addressed to Contracting Parties
- Provide SPA/RAC FPs with adequate resources as required for the execution of their tasks , within the context of broader fiscal and staffing policies and priorities of the Contracting Party

SPA/RAC shall:

- Provide SPA/RAC FPs with all information needed for the execution of their tasks including the technical details considered useful for proper understanding and evaluation
- Provide support, including appropriate training, to SPA/RAC FPs to enable them to carry out their tasks

9. VISIBILITY

Improving overall MAP visibility and its key role in the protection of the Mediterranean Sea area, is a critical and on-going collective responsibility of all MAP Components. Each RAC will commit and contribute to the collective goals of UNEP/MAP especially in knowledge management-dissemination and visibility. The mandate of each RAC shall highlight how it should contribute to these goals, under the overall coordination of the MAP Secretariat.

In this respect and to move towards concrete actions, the Common Information and Communication Policy/Strategy mentioned in chapter 2.4 of this document shall identify:

- Objectives and draft general principles of a Common MAP IC strategy;
- Operational modalities related to.
 - ordinary (daily, weekly, monthly, bi-monthly, etc.) information management and dissemination issues;
 - cases of emergency/crisis (ie. accidents, major events, etc.), defining the modalities and responsibilities of operation of the MAP Components and the Secretariat, as well as how to raise visibility and mobilise responses in a coordinated manner during special circumstances

The Policy shall identify the need for media strategies capable of adapting MAP messages to the target audience, and of using tools with multiplying effects.

One of the main 'common' and concrete outcomes of the implementation of the MAP Information and Communication Policy will be the bi-annual "State of Environment" report, elaborated by the Secretariat based on the Contracting Parties' Reports to the Barcelona Convention and its Protocols and publicly available data, focused on thematic areas of competence of centres. Dissemination of this report will concretely help raise the visibility of the MAP / Barcelona Convention.

Actions Needed to Bring MAP system into line with Governance Paper

- 1. The position of a Deputy Coordinator with horizontal responsibilities will be re-established, with more distinctive operational and networking responsibilities.**
- 2. An Executive Coordination Panel (ECP) will be established with the tasks and functions indicated in the Governance document, formalising the meetings of the RAC Directors and reporting to the Bureau and MAP Focal Points.**
- 3. The Executive Coordination Panel will design and establish a system to integrate the activities to be carried out by the MAP Components during the biennium, based on the Programming section of the Governance document.**
- 4. The current auditing system will be improved with a regular cross-audit of all MAP Components. It will look at activities financed by MTF as well as those funded by any other external source.**
- 5. A specific section of the MAP internet website will be dedicated to the governance reform process.**
- 6. A standard format for compiling/revising the MAP Components mandates will be prepared and distributed by the Coordinating Unit, for approval by the Conference of the Parties.**
- 7. Each MAP Component will compile/revise its mandate according to the agreed format in consultation with the MAP Coordinating Unit and ECP, for approval by the Contracting Parties.**
- 8. A template shall be developed for the harmonisation of the Host Country Agreements of the RACs, in line with the UN standards. Reference to the HCA shall be made in each RAC's mandate.**
- 9. Review and updating of the MAP Information and Communication Policy.**