



**7<sup>th</sup> SESSION OF THE MEETING OF THE PARTIES**  
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*“Beyond 2020: Shaping flyway conservation for the future”*

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**REPORT FROM THE CHAIR OF THE STANDING COMMITTEE OF THE  
AGREEMENT ON THE CONSERVATION OF AFRICAN-EURASIAN MIGRATORY  
WATERBIRDS (AEWA) OVER THE PERIOD 2016-2018**

**Introduction**

The AEWA Standing Committee was established at the 2<sup>nd</sup> Session of the Meeting of Parties (Germany, 2002) through Resolution 2.6. According to this Resolution the Standing Committee shall:

- (a) Carry out between sessions of the Meeting of the Parties, such interim activity on behalf of the Meeting as may be necessary;
- (b) Make recommendations for consideration at the next session of the Meeting of the Parties;
- (c) Oversee, on behalf of the Parties, the development and execution of the Secretariat’s budget as derived from the Trust Fund and other sources, and also all aspects of fund-raising undertaken by the Secretariat in order to carry out specific functions authorized by the Meeting of the Parties;
- (d) Oversee, as the representative of the Meeting of the Parties, the implementation of policy by the Secretariat and conduct of the Secretariat’s programmes;
- (e) Provide guidance and advice to the Secretariat on implementation of the Agreement, on the preparation of meetings, and on any other matters relating to the exercise of the Secretariat’s functions brought to it by the Secretariat;
- (f) Represent the Meeting of the Parties, vis-à-vis the Government of the host country of the Secretariat’s headquarters, the United Nations Environment Programme and other international organizations for consideration of matters relating to the Agreement and its Secretariat;
- (g) Act as bureau at the sessions of the Meeting of the Parties, in accordance with the rules of procedure of the Meeting of the Parties;
- (h) Report to the Meeting of the Parties on the activities that have been carried out between ordinary sessions of the Meeting of the Parties;
- (i) Perform any other functions that may be entrusted to it by the Meeting of the Parties.

Additional responsibilities were decided by MOP4 through Resolutions 4.6 and 4.17, as follows:

- (j) Oversee and provide guidance on the implementation of the Strategic Plan for AEWA 2009- 2017;
- (k) Take up the tasks defined in Resolution 4.6 regarding the *Implementation Review Process (IRP)* until a further decision of the MOP:

(1) Upon receiving information on adverse effects or potential adverse effects on either migratory waterbirds or on their sites and habitats as a result of human activities, the StC shall submit the information to the Party in whose territory the above activities occur who shall respond immediately, addressing the incident under question.

(2) In agreement with the Party concerned, the StC may request a mission to assess the impact of the activity at issue on waterbirds, or on their sites and habitats on the spot.

(3) Upon the conclusion of its on-site assessment, the mission shall report to the StC on its findings. Based on these findings, the StC shall make recommendations to the Party concerned as to preventing or mitigating the impact at issue on waterbirds, or on their sites and habitats.

(4) The Party concerned will ensure that any measures undertaken regarding the activity, site or habitat under issue will be in accordance with its obligations under the Agreement and will be based on the precautionary principle. The Party concerned will inform the StC as to the above measures at the earliest opportunity, but no later than the next meeting of the StC.

(5) The StC shall prepare and submit to each ordinary session of the Meetings of the Parties, a report on its operations in the framework of the IRP;

As approved by resolution 6.16, the Standing Committee consists of five regional representatives being: Uganda (*Chair, Regional Representative (RR) for Eastern and Southern Africa*), France (*Vice-Chair, RR for Europe and Central Asia*), Georgia (*RR for Europe and Central Asia*), Ghana (*RR for Western and Central Africa*) and Libya (*RR for Middle East and Northern Africa*). The StC also includes a representative of the Depositary (*the Netherlands*) and a representative of the host country for the next session of the Meeting of Parties (*South Africa*).

Since its establishment in 2002, the Committee met annually between MOP2 and MOP3, due to budget limitations, only twice during the triennium between MOP3 and MOP4, twice during the ensuing quadrennium between MOP4 and MOP5 and twice between MOP5 and MOP6.

This report consists of a brief overview of the main activities of the Standing Committee since MOP6.

## **Meetings of the Standing Committee**

Three Standing Committee meetings were held between MOP6 and MOP7.

- The 11<sup>th</sup> Meeting of the Standing Committee meeting was held back-to-back with MOP6 on 14 November 2015 in Bonn, Germany. The main purpose of this meeting was the election of officers (Chair and Vice-Chair) of the StC.
- The 12<sup>th</sup> Meeting of the Standing Committee took place on 31 January 2017 to 01 February 2017 in Paris, France, at the kind invitation of the French Ministry of Environment, Energy and Sea.: <https://www.unep-aewa.org/en/meeting/12th-meeting-aewa-standing-committee>
- The 13<sup>th</sup> Meeting of the AEWA Standing Committee took place from 03 - 05 July 2018 in The Hague, the Netherlands at the kind invitation of the Dutch Ministry of Agriculture, Nature and Food Quality, Information about the meeting is available at: <https://www.unep-aewa.org/en/meeting/13th-meeting-aewa-standing-committee>

At the 12<sup>th</sup> and 13<sup>th</sup> meetings of the Standing Committee, progress made regarding the implementation of the Agreement was reviewed. The Standing Committee received written reports, which were presented by the Secretariat e.g. on the implementation and the results of the Strategic Plan, the International Implementation Tasks (IIT) and the African Initiative and noted that, despite the limited resources available, good progress had been made in certain areas of work.

The Strategic Plan 2019-2027 and the Plan of Action for Africa 2019-2027 were developed under the authority of the Standing committee by approving the concepts notes, participating in all meetings, and reviewing the drafts submitted for approval to MOP7.

The Standing Committee also reviewed the actual financial situation based on the overviews presented by the Secretariat regarding income and expenditures since MOP6. The Standing Committee noted that the Secretariat does its utmost to ensure that the financial situation is and will remain a healthy one.

The Standing Committee also agreed in October 2016 on a withdrawal of 71,803 USD from the reserve fund to allow an adjustment after UMOJA enter into force and link with the African coordinator position.

The Standing Committee members also agree in November 2018 on a withdrawal of 30 000 EUR from the reserve fund to allow the translation of MOP7 documents as the funds allocated by MOP6 were not sufficient.

The Standing Committee following [resolution 6.2](#) approved the Arabic translation of the Agreement provided by the Depositary in April 2017.

In November 2017, the Standing Committee welcomed and approve the invitation made by South Africa to host the 7<sup>th</sup> Session of the Meeting of the Parties.

Due to a lack of budget, the Standing Committee also agree in March 2018 to maintain the AEWA Waterbird Conservation Awards but without prize money (5000 USD for each Award, individual and institutional categories).

In the past inter-sessional period the Standing Committee, as the implementing body for the Implementation Review Process (IRP), dealt with cases which are reported specifically in document [AEWA/MOP 7.18 Rev.1](#).

The Standing Committee approved the institutional arrangements for the Common CMS and AEWA Information Management, Communication and Awareness-raising (IMCA) Unit and reports to MOP7 as requested by [resolution 6.22](#) in the annex of this document.

The 13<sup>th</sup> Meeting of the Standing Committee, which was the last before MOP7 was a very intensive meeting. During this meeting nearly all substantive documents and all draft resolutions for MOP7 were reviewed. The meeting agreed that these draft documents could be submitted to MOP7 for formal adoption.

ANNEX - to document AEWA/MOP7.6 Report of the Standing Committee

## **Report of the AEWA Standing Committee on the Results and Experiences of the Common CMS and AEWA Information Management, Communication and Awareness-raising (IMCA) Unit and Recommendations on the Way Forward**

### **Introduction**

Through Resolution 6.22 on “Synergies Between the UNEP/AEWA and UNEP/CMS”, the Meeting of the Parties acknowledged the establishment of a CMS/AEWA Common Information Management, Communication and Awareness-raising (IMCA) Unit as a pilot for common services in January 2014. Resolution 6.22 also requested the Standing Committee to review the progress of the implementation of the IMCA Unit and to prepare a written report to MOP7 on “the results and experiences of the arrangement and to make recommendations on the way forward”.

The following report focuses on the institutional, financial and administrative aspects relating to the IMCA Unit and includes a number of recommendations from the Standing Committee for the future management and operation of the Joint Unit. For a comprehensive summary of activities carried out by the IMCA Unit for AEWA since MOP6 please see “The Report on the Implementation of the Communication Strategy” (Doc. AEWA/MOP7.13).

### **Background**

In January 2014, a Joint Information Management, Communication and Awareness-raising Unit (IMCA) consisting of staff from both the UNEP/CMS and UNEP/AEWA Secretariats was established as a pilot project in accordance with the decisions of the 9<sup>th</sup> Meeting of the AEWA Standing Committee and the 41<sup>st</sup> Meeting of the CMS Standing Committee.

In Resolution 6.22, adopted at the 6<sup>th</sup> Session of the Meeting of Parties to AEWA in Bonn in November 2015, the AEWA Contracting Parties further agreed to continue and refine the pilot Joint Information Management, Communication and Awareness-raising Unit, taking into consideration lessons learned by both the UNEP/AEWA and UNEP/CMS Secretariats.

In addition, the Contracting Parties requested the UNEP/AEWA and UNEP/CMS Secretariats to develop a proposal within three months after MOP6 detailing implementation arrangements for the Joint Unit - including staff time and budget sharing ratios, management structure, monitoring and evaluation indicators, amongst others, to be approved by the Standing Committee.

Considering the importance of this issue, the Standing Committee granted the UNEP/AEWA Secretariat additional time to prepare a detailed proposal in consultation with the UNEP/CMS Secretariat.

During this period, a method to monitor staff time allocation within the IMCA Unit was tested and assessed and the draft proposal on the future management modalities was discussed extensively with the UNEP/CMS Secretariat.

The proposal for the IMCA Unit as requested by Resolution 6.22. was circulated on 27 September 2016 and approved by the AEWA Standing Committee on 24 October 2016.

## Institutional Arrangements

The institutional arrangements for the IMCA Unit are described in detail in the proposal for “Implementation Arrangements” approved by the Standing Committee in October 2016. The document outlines the principles of implementation of the Joint Unit and provides recommendations for the management, coordination and day-to-day organization of the work of the Joint Unit. The Standing Committee commends the UNEP/CMS and UNEP/AEWA Secretariats for working collaboratively in developing this guiding document and for following its recommendations as much as possible since its approval by the Standing Committee. In particular, the following elements of the proposal have proven to be very useful in implementing the common service arrangement and have helped guide the work of the Joint Unit over the past four years:

- Clearly defined principles of implementation of the Joint Unit (i.e. separate budgets, based on an exchange of services and a cost-sharing ratio);
- Set of high-level recommendations for improving the Unit: 1. Improve Management of the Joint Unit 2. Mutually agree on priorities 3. Implement cost-sharing formula fully 4. Strengthen the Unit by improving skills and expertise of team members;
- Development of an annual Programme of Work for IMCA, approved by both Executive Secretaries

**Recommendation # 1:** The Standing Committee would like to recommend that the UNEP/CMS and UNEP/AEWA Secretariats continue to follow these arrangements and to continue to work collaboratively along the lines of the agreed principals to manage and guide the Joint Unit in its day-to-day work.

## Regular Reporting

The Standing Committee notes with satisfaction the regular reports the Secretariat produced on the Joint CMS/AEWA Information Management, Communication and Awareness-raising (IMCA) Unit since the establishment of the Joint Unit in January 2014. Written reports providing an update on the Unit’s activities and institutional arrangements were produced for both the 12<sup>th</sup> and 13<sup>th</sup> Meetings of the AEWA Standing Committee. Furthermore, both the CMS and AEWA Executive Secretaries gave oral reports, often in the form of dedicated powerpoint presentations to various meetings, including to both CMS and AEWA Standing Committee meetings as well as to CMS COP11 and CMS COP12. In addition, the Chairs of the CMS and AEWA Standing Committees were regularly briefed about the status of implementation of the pilot by the CMS and AEWA Executive Secretaries respectively. For a comprehensive overview of all the documents related to the creation and implementation of the IMCA Unit, please see Annex II.

## Team Management

The IMCA Unit has been jointly managed by the CMS Executive Secretary and the AEWA Executive Secretary, while the Team Coordinator has had the responsibility for the day-to-day management of the team. Since MOP6, much progress has been made in terms of transforming the Unit into an effective shared team that serves a wide range of communication, information management and outreach needs of both the UNEP/CMS and UNEP/AEWA Secretariats. This has been achieved through a re-organization and specialization process that focused on establishing “core communications and information management capacity” within the team, in the areas of 1. Website and Knowledge Management, 2. Screen and Print Design,

3. Writing & Editorial Service, 4. Press and Media (incl. social media) and 5. Campaigns and Outreach. For a full overview of the main areas of work and responsibility of the Unit, please see Annex I of this document.

## Coordinator Function

AEWA's Information Officer was assigned the task of acting as Coordinator of the IMCA Unit at the time of the establishment of the pilot in January 2014 and has been carrying out this new function ever since. It should be noted that with this transition, many of the former P-4 CMS Information & Capacity Building Officer's previous responsibilities in the area of communications and information management, especially with regard to managing the team, shifted to the AEWA Information Officer, who is a P-2 Officer. It should also be noted that within the United Nations staffing system, a P-2 Officer is usually supposed to support a higher ranked Officer, but not to lead a team.

These discrepancies were fully recognized by both CMS and AEWA management early on during the pilot and also confirmed in the independent Job Classification Review conducted for the UNEP/CMS and UNEP/AEWA Secretariats in 2016. Therefore, the CMS Secretariat requested an upgrade for this core position within the Joint Unit at both CMS COP11 (see Scenario 2 of the CMS Proposed Budget for 2015-2017 (UNEP/CMS/COP11/Doc. 14.3) as well as at COP12 (see Scenario 3 of the CMS Proposed Budget for 2018 – 2020 (UNEP/CMS/COP12/Doc.14.2).

In both cases the proposal was to secure the funding to be able to upgrade the established AEWA P2 Information Officer position to a P-3 Coordinator position, whereby the costs for the upgrade would be covered by CMS, meaning that the upgrade from P-2 to P-3 would be cost-neutral to AEWA. As the proposals were not accepted by CMS Parties due to overall budget constraints, the situation, with regard to the Unit's Coordinator Function remains unresolved.

**Recommendation # 2:** The AEWA Standing Committee would therefore like to recommend to CMS Parties to financially support the upgrade of the position in the future, so as to resolve the outstanding issue relating to the future coordination of the Unit.

## Team Composition and Structure

The organigram below describes the current composition of the IMCA Unit showing the regular staff and consultant positions contributed by the UNEP/CMS and UNEP/AEWA Secretariats to the Joint Unit respectively:

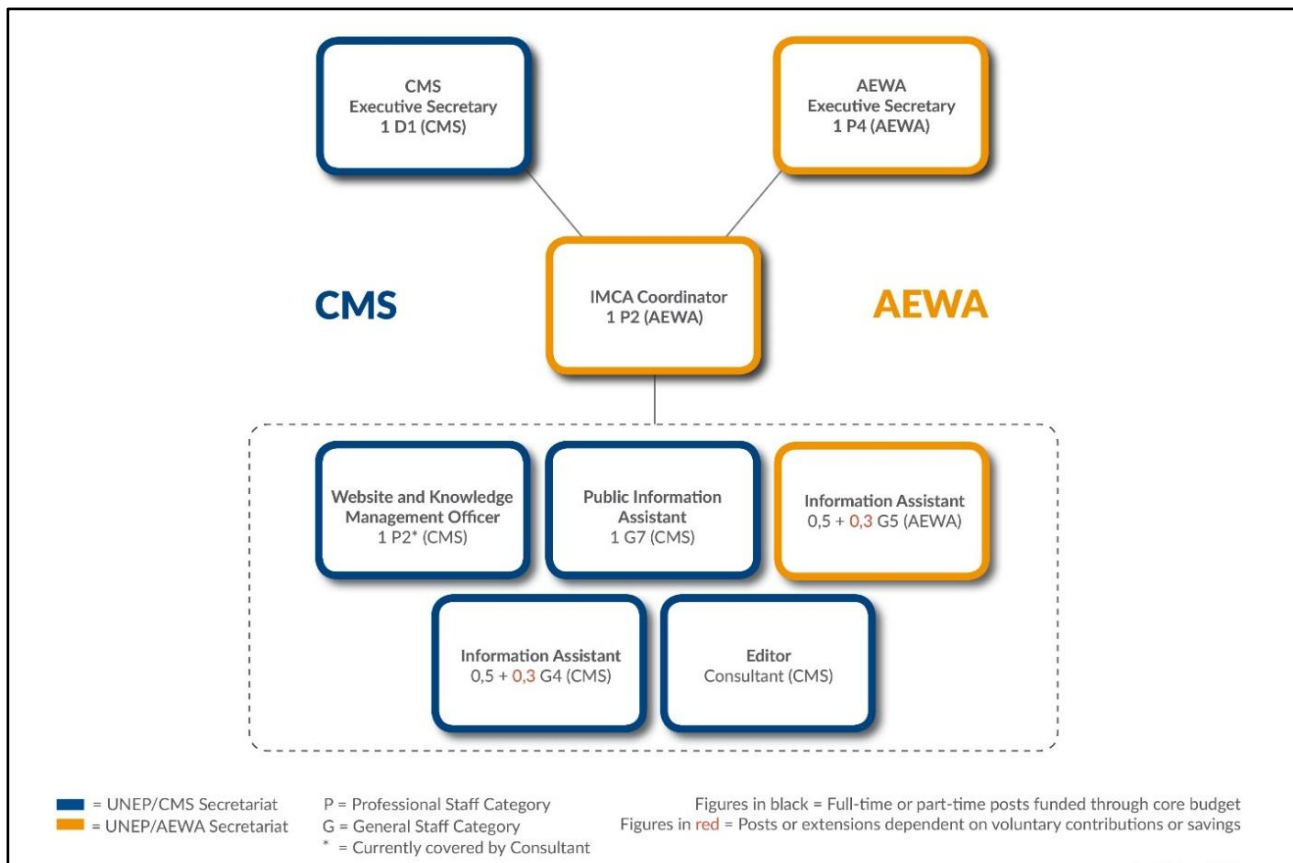


Figure 1: Organigram of the Joint Information Management, Communications and Awareness-raising (IMCA) Unit of the UNEP/CMS and UNEP/AEWA Secretariats (as of August 2018)

### Cost Effectiveness and Savings in Staff Capacity

The creation of the Joint Communications Unit, has resulted in a re-organization of staff responsibilities and functions across both the UNEP/CMS and UNEP/AEWA Secretariats, which has had a positive impact in terms of freeing up staff time and capacity at both Secretariats. Here, it should be noted that the situation with regard to staff capacity in the areas of information management and communications at both the UNEP/ CMS and UNEP/AEWA Secretariats prior to the start of the pilot, (i.e. in 2013 at a time in which each Secretariat was still managing its own communication and information management work) was significantly different for both CMS and AEWA.

At that time, both the UNEP/CMS and UNEP/AEWA Secretariat had more staff allocated, including the above-mentioned P-4 Information and Capacity-building Officer for CMS, while AEWA had an additional G-5 staff member working at least 50 per cent of her time on the management of the AEWA website. The same argument could be applied to an AEWA G-4 (now G-5) Team Assistant position, which has seen a reduction in communications related work (for example proofreading) since the establishment of the Joint Unit. The creation of the Joint Unit meant that all of these staff members were no longer required to work on communication and information management related tasks in the same degree as prior to the pilot, which resulted in a significant re-allocation of staff time and capacity for both Secretariats and a greater cost effectiveness in the area of information management and communications.

While it is difficult to make an exact calculation, one could also make the same “staff savings and cost effectiveness” argument in monetary terms. For example, if one estimates that at least 40 per cent of the P4 CMS Information and Capacity Building Officer position has been freed up thanks to the creation of the Joint Unit, it would result in an annual saving of € 61,217 in monetary terms for CMS using the standard salary cost.

At the same time, a shifting of a 50 per cent G-5 AEWA Position (€ 38,480) and 8 per cent of an AEWA G-4 Position (€ 5,443) could be translated into an annual monetary saving of ca. € 43,923 for AEWA. Together this would result in an annual saving “in terms of freed staff capacity” of € 105,140 for both Secretariats resulting from the creation of the Joint Unit.

As the example illustrates, there has been a saving in terms of “saved staff time” at each Secretariat for tasks previously linked to communication related tasks, the creation of the IMCA Unit has clearly led to a significant re-allocation of staff time and capacity within both Secretariats and has also resulted in a shift in responsibilities and functions of staff members at each Secretariat.

Another way in which the creation of the IMCA Unit has created greater cost effectiveness is in the way that the formation of the Unit has allowed for greater specialization and bundling of tasks. For example, prior to the pilot, staff at each Secretariat had to manage the creation and maintenance of websites or the production and design of publications for each Secretariat separately, the joint Unit now has a single dedicated and specialized staff member dealing with the technical website-related work and another specialized person handling the design work for both the UNEP/CMS and UNEP/AEWA Secretariats.

## **Team Management**

In addition to the re-structuring, a number of management tools and procedures have been established, which have helped to improve the operation of the IMCA Unit. These include:

### **➤ Programme of Work for the Joint Unit**

As outlined in the implementation arrangements, the work of the Joint Unit is guided by an annually agreed Programme of Work (PoW) and all IMCA team members are required to record the actual work being conducted by the IMCA Unit for each respective Secretariat. The annual PoW is developed by the Coordinator and subsequently reviewed and approved by both the CMS and AEWA Executive Secretaries and is used as a guiding document for the Unit throughout the year.

The first annual Programme of Work for the Unit was agreed by the two Executive Secretaries for 2017, which was a CMS COP year. The resulting time balance in 2017 was clearly in favour of CMS with an imbalance of ca. 102 days, as a result of the higher workload for the Unit in 2017 linked to preparations for CMS COP12 in October 2017. The Executive Secretaries agreed in early 2018 on how to address the unbalance, agreeing on a method of compensation involving extra CMS staff support to MOP 7 and giving priority to MOP7 in the 2018 PoW.

### **➤ Cost-sharing and Time Tracking Tool**

In January 2015, the CMS and AEWA Executive Secretaries agreed to use a cost-sharing formula already agreed for other common initiatives of  $\frac{1}{3}$  AEWA  $\frac{2}{3}$  CMS, based on the relative core budget sizes of the two organizations and which was used in the past for common projects such as the joint CMS Family website. The cost-sharing formula was later on also agreed in writing as part of the proposal on implementation arrangements approved by the AEWA Standing Committee.

To complement the cost-sharing arrangement, a time and task tracking tool (Toggl) was established at the end of 2016 to be able to monitor and report on the actual work being conducted by the IMCA Unit for each Secretariat. The online tool allows each member of the team to log their work according to pre-defined projects and activities per client (i.e. CMS, AEWA or JOINT). The tool can also produce overview reports that aid the general management of the Unit and help ensure that the  $\frac{1}{3}$  AEWA –  $\frac{2}{3}$  CMS arrangement is fulfilled.



For example, the use of the tool in 2017 has helped to provide some insight into the actual time spent by the Joint Unit for CMS and AEWA respectively and on tasks which are considered as Joint Activities. Without the tool, it would be difficult to give such a concrete figure such as the 102 days of unbalance in time allocation over the course of 2017 caused by the heavy workload around CMS COP12. However, the use of the time and task tracking tool is also giving some valuable insights into how much time the team is spending on different projects. For example, the tool can give insights into how much time the team is spending on the organization of large campaigns such as World Migratory Bird Day (in 2017 a total of 849 hours) or it can give insight into what have been the peak months in terms of workload for the team throughout the year. In other words, the tool can give valuable insights which allow management to gain better insight into the actual time cost of activities carried out by the team.

**Recommendation # 3:** The Standing Committee recommends that the CMS and AEWA Secretariats continue the above-mentioned practice of cost sharing, work planning and time tracking for the Joint Unit in the coming triennium.

### Final Assessment & Recommendation on Way Forward

The pilot in common services in the area of Information Management, Communications and Awareness-raising between the UNEP/CMS and UNEP/AEWA Secretariats has been a unique exercise, which has faced a number of challenges, especially in its early years. However, the Standing Committee believes that these have been adequately addressed in a spirit of good cooperation by both the CMS and AEWA management. The experience of the pilot, which is unique within the CMS Family and the wider community of biodiversity-related treaties, has also shown that there are some clear advantages in having a shared team for information management, communications and awareness-raising between the two Secretariats.

These range from greater specialization in key areas such as design and website management, gains in centralized management of online resources and tools and closer cooperation in other areas such as in managing joint campaigns. While the Standing Committee also recognizes that there are disadvantages, for example, with regard to an increasing amount of time spent on coordination, management and internal communication, the view is that the overall advantages outweigh the disadvantages when it comes to the operation of the Joint Unit.

In addition, the Committee also feels that they have seen a noticeable improvement of the communication outputs of both CMS and AEWA, most noticeable in a well-managed website, with more regularly updated news items and noticeable improvement in terms of communication around CMS COPs and AEWA MOPs as well as great developments with regards to the Joint World Migratory Bird Day campaign over the years of the pilot. Hence, looking back at the overall experience of the pilot and in taking into account the existing documentation relating to the establishment and operation of the Joint Unit (see Annex II of this document) as well as the present political and budget realities, the Standing Committee would like to make the following recommendation as to the way forward:

**Recommendation # 4:** The Standing Committee recommends a continuation on a permanent basis of the shared service arrangement, in the area of Information Management, Communications and Awareness-raising between the UNEP/CMS and UNEP/AEWA Secretariats. It also feels it is important that the existing arrangement is regularly reviewed at each Meeting of the Parties.

The Committee would also like to recommend that AEWA and CMS Parties continue to encourage and support their respective Executive Secretaries to continue to work collaboratively in their efforts to further strengthen and improve the operation of the Joint Unit in the years to come.

## ANNEXES

**Annex I** - Extract from document AEWA/MOP 6.10 Rev. 1 (Report on the CMS/AEWA Common Information Management, Communication and Awareness-raising Team) outlining the remit of the IMCA Unit “The main areas included under the umbrella “Information Management, Communication and Awareness-raising” considered as main areas of work for the Unit are:

- **Information Management** – website, online Technical/Scientific Committee Workspaces, Meeting Registration Tool development and technical maintenance etc.;
- **Coordination of National Reporting Processes** – maintenance and management of the Online Reporting System (ORS) tool; running and coordination of the national reporting processes;
- **News and Media Service** – Managing the press and media work, which includes media relations, press releases, website stories, placement of op-eds, organisation of press conferences, etc.;
- **Special Events and Campaigns** – Organisation of special public awareness-raising events and managing both large outreach campaigns such as World Migratory Bird Day (WMBD) and smaller communication campaigns around specific topics, meetings and/or events;
- **Digital Design & Publications** – Managing print and digital design projects, creation of graphics and designs for both print and digital media, liaising with printers, designers and ensuring high-quality publications and other types of communication products;
- **Content Production/Writing** – Production of written and visual content for different media, from website articles, to op-eds, statements, presentations and publications, etc.;
- **Social Media Management** – Managing the social media channels (Facebook and Twitter) of CMS and AEWA on a day-to-day basis, as well as, for campaigns such as World Migratory Bird Day (WMBD) and other special events/days;
- **Audio-Visual/Multi-media** – Developing audio visual and multi-media products, such as trailers, promotion films, video statements, etc.
- **CEPA** – Communication, Education and Public Awareness activities, creation of a CEPA Programme.”

## **Annex II** - List of Documents Related to the Creation

Below is a comprehensive overview of all the documents related to the creation and implementation of the IMCA Unit, with direct links to those documents which are publicly available. Copies of non-public documents can be obtained from the Secretariat upon request.

- Resolution 10.9 “Future Structure and Strategies of the CMS and CMS Family” ([Doc. UNEP/CMS/Resolution 10.09](#)) / Date of Publication: November 2011
- “CMS Executive Secretary Proposal for Enhancing Cooperation and Coordination between AEWA and CMS” ([Doc. AEWA/StC 9.22](#)) / Date of Publication: August 2013
- Inter-Office Memorandum: Establishment of a Common Information Management, Communication and Awareness-raising Team as a Pilot to Demonstrate Shared Services between CMS and AEWA / Date of Publication: January 2014 (Available upon request)
- Executive Secretary Report on the CMS/AEWA Pilot on the Common Communications and Outreach Unit (Annex 2 of [Doc. UNEP/CMS/COP11/Doc.16.2/Annex 2](#)) Date of Publication: September 2014
- CMS Resolution 11.3 “Enhancing Synergies and Common Services Among CMS Family Instruments” ([Doc. UNEP/CMS/Resolution 11.3](#)) / Date of Publication: November 2014
- Report on the CMS/AEWA Common Information Management, Communication and Awareness-raising Team ([Doc. AEWA/MOP6.10 Rev. 1](#)) / Date of Publication: October 2015
- “Independent Analysis on Common Services and Synergies in the CMS Family” ([Doc. UNEP/CMS/StC44/15.1](#)) / Date of Publication: October 2015

- Resolution 6.22: “Synergies Between the UNEP/AEWA and UNEP/CMS” / Date of Publication: November 2015
- Review of Job Classification – Final Report by Douglas Winn / Date of Publication: October 2016 (Available upon request)
- Proposal for Implementation Arrangements for the Pilot Joint CMS/AEWA Information Management, Communication and Awareness-raising Unit / Date of Publication: October 2018 (Available upon request)
- Report on the Joint CMS/AEWA Information Management, Communication and Awareness-Raising Unit (Doc. AEWA/StC12.16) / Date of Publication: December 2016
- Report on the Joint CMS/AEWA Information Management, Communication and Awareness-Raising Unit (Doc. AEWA/StC13.9) / Date of Publication: June 2018
- Report of the AEWA Standing Committee on the Results and Experiences of the Common CMS and AEWA Information Management, Communication and Awareness-raising (IMCA) Unit and Recommendations on the Way Forward (Doc. AEWA/MOP7.13) /Date of Publication: October 2018