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**PILOT JOINT CMS/AEWA INFORMATION MANAGEMENT, COMMUNICATION
AND AWARENESS-RAISING UNIT**

- Implementation Arrangements -

*Prepared by the UNEP/AEWA Secretariat in consultation with the UNEP/CMS Secretariat
Adopted through consultation by the AEWA Standing Committee 25 October 2016*

Introduction

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 9th Meeting of the AEWA Standing Committee and the 41st Meeting of the CMS Standing Committee. For a comprehensive overview of this process, please consult the [Report on the CMS/AEWA Common Information Management, Communication and Awareness-raising Team](#), prepared by the UNEP/AEWA Secretariat and submitted to the 6th Session of the Meeting of Parties to AEWA.

In Resolution 6.22, adopted at the 6th 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.

In February 2016, the AEWA Standing Committee granted an extension of the deadline to the UNEP/AEWA Secretariat to allow more time for internal consultations as well as for the execution of first trial-runs of time allocation monitoring, before submission of the proposal outlining the implementation arrangements.

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1. Principles of Implementation and Progress Achieved by MOP6

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 decision of the 9th Meeting of the AEWA Standing Committee and the 41st Meeting of the CMS Standing Committee.

1.1 Principles of implementation of the Joint Unit

The following principles were outlined for the establishment of the joint pilot project in the area of communication and information between the UNEP/CMS and UNEP/AEWA Secretariats in the Analysis and Proposal for a Pilot of Shared Services provided in January 2014 by the CMS Executive Secretary in consultation with the Acting AEWA Executive Secretary:

- CMS and AEWA will continue to have **separate budgets** as well as accounting and contribution systems;
- Parties will **receive the services that they expect and pay for**, i.e. Parties are not expected to pay for services irrelevant to the instruments that they have signed nor are they expected to subsidize instruments of which they are not members;
- The pilot project will be based on an **exchange of services** between the two Secretariats, implemented through the establishment of a new common unit providing services on the basis of a joint work plan.

The analysis and attached proposal were examined and approved by the Chairs of the respective Standing Committees before the subsequent launch of the pilot phase and the principles therein form the basis of the agreement between CMS and AEWA.

1.2 Initial conclusions & recommendations

Initial lessons learned during the one-and-a-half-year pilot phase as well as recommendations for next steps were collated in a report prepared by the UNEP/AEWA Secretariat on the CMS/AEWA Joint Information Management, Communication and Awareness-raising Unit, which was submitted to the 6th Session of the Meeting of the Parties to AEWA in November 2015 to support the Parties in taking an informed decision ([document AEWA/MOP 6.10 Rev.1](#)).

The main conclusions of the report were as follows:

Advantages

- greater specialisation amongst the staff members;
- centralised management of websites and other online tools;
- opportunity for a more strategic approach to communications;
- greater language capacity within the team; and
- improved support set-up to cover for staff absences.

Challenges

- insufficient time to set up the unit;
- unbalanced allocation of services provided – need of a cost-sharing arrangement;
- insufficient capacity – need for stronger prioritisation;
- Need for commonly agreed goals, strategic direction and shared management structure.

The report also made four key recommendations for further improving the work and outputs of IMCA:

1) Improve Management for IMCA

Steps should be taken to devise a mutually-agreed management structure and modus operandi which clearly define how the common communication team will be managed and operate in future.

2) Set Priorities for IMCA

The Executive Secretaries should mutually agree on the priorities and the programme of work for IMCA and how to assess the progress made in its implementation.

3) Implement Cost-Sharing Fully

Further steps should be taken to implement the cost-sharing formula. This should not only focus on the staffing costs but also on common information activities unless the costs are already covered by voluntary contributions received by one of the Secretariats. A monitoring of time allocation for AEWA and CMS (including ASCOBANS, Raptors MoU and any other instruments requesting services) would be useful, not only to assess the work done by the team but also to verify if the cost-sharing formula is fulfilled.

4) Strengthening IMCA

The Executive Secretaries with the contribution of the Coordinator should review the expertise present in the current team and ways to further develop the skills and expertise for team members, where appropriate and applicable (e.g. training).

The above-mentioned principles, lessons learned and recommendations have been taken into account when developing the proposal for the further implementation of the Joint Unit as detailed below.

2. Suggested Implementation Arrangements for the Joint Unit

As requested in [AEWA Resolution 6.22](#), the following arrangements are suggested to be carried out for the further implementation of the Joint CMS/AEWA Information Management, Communication and Awareness-raising Unit with respect to its management, respective contributions, staff composition and allocation of services.

2.1. Management, Coordination and Organisation/Planning of Work of the Joint Unit

2.1.1. Management and Coordination

The overall management of IMCA is mutually exercised by the two Executive Secretaries on an equal basis. The Executive Secretaries adopt the annual Programme of Work (PoW) for the Joint Unit at an annual meeting at the end of each calendar year. A record of the decisions taken is kept by the IMCA Coordinator.

Before the agreement and adoption of the Programme of Work for the subsequent calendar year, the two Executive Secretaries - assisted by the IMCA Coordinator – will meet with the Joint Unit to assess the results of the outgoing year and to discuss the new Programme of Work.

A mid-term meeting of the Executive Secretaries shall also be annually convened in June of each year to take stock of progress made and to undertake adjustments to the Programme of Work, if applicable. Additional ad-hoc meetings will be convened as necessary (for example to discuss emerging and/or emergency issues). Both Executive Secretaries undertake to share knowledge and exchange information on matters of common interest with regard to the work of the Joint Unit (i.e. possible changes in staffing, additional unforeseen requests to the Joint Unit etc.) without delay.

In addition, the two Executive Secretaries will review and verify via email correspondence the monthly time allocation reported by the staff members of the Joint Unit.

The day-to-day management of the Joint Unit is provided by the Coordinator. The responsibilities and tasks of the Coordinator will be defined in a Job Description for this position and approved by both the AEWA Executive Secretary and the CMS Executive Secretary.

2.1.2. Programme of Work

As described above, the annual Programme of Work (PoW) will be jointly adopted by the Executive Secretaries of the UNEP/CMS and UNEP/AEWA Secretariats by the end of December every year. The work flow and annual timeline for the development of the Programme of Work is outlined in the table below.

Development of Annual Programme of Work for IMCA – Work Flow and Timeline	
By the 31 st of October	IMCA Coordinator prepares first draft of Programme of Work for next calendar year.
November	Draft Programme of Work is circulated to all UNEP/CMS and UNEP/AEWA Secretariat Heads of Units for feedback and additional input regarding foreseen communication, information management and awareness-raising tasks for next calendar year (allowing for four weeks to comment). IMCA Coordinator prepares an amended draft of the PoW.
Early December	The two Executive Secretaries meet with the Joint Unit to assess progress made during the outgoing year and to discuss the amended draft Programme of Work. The Executive Secretaries will decide on a prioritisation of the respective activities envisaged for their instruments in accordance with the agreed time-sharing ratio, as necessary. The IMCA Coordinator prepares a final draft of the PoW.
Second half of December	Adoption of PoW by the two Executive Secretaries. Distribution to all UNEP/CMS and UNEP/AEWA Secretariat staff.
By the 31 st of January	Assessment of implementation of PoW for the past year led by the Executive Secretaries in consultation with other UNEP/AEWA and UNEP/CMS Secretariat staff as appropriate.
By the 30 th of June	Mid-term report on progress of completing PoW tasks prepared by the IMCA Coordinator. The two Executive Secretaries meet with the IMCA Coordinator to review the progress of implementation of the PoW.

An indicative framework for the Programme of Work is attached in Annex I to this document.

2.2. Respective contributions of the UNEP/CMS and UNEP/AEWA Secretariats to the Joint Unit

The contribution of staff allocated to the Joint Unit, expressed in monetary value, will be provided as follows: 2/3 of overall staff will be provided by the UNEP/CMS Secretariat and 1/3 will be provided by the UNEP/AEWA Secretariat. This contribution will be calculated using the Actual Salary Expenditures for the P- and G-staff as well as consultants within the Joint Unit. This ratio is for general guidance and while it should be followed, as feasible, reasonable deviations will be acceptable and will be addressed under the dispositions of section 2.4 below.

This ratio set for the staff contribution to the Joint Unit will also be reflected in the Programme of Work, with the 2/3 of the staff time of the Joint Unit expected to be spent on CMS-related activities and 1/3 on AEWA-related activities. The reflection of staff time spent on joint CMS/AEWA activities in the time monitoring is detailed below in section 2.4.

For each staff member, the individual basic office equipment (such as computer, essential office software) is paid for by the respective Secretariat to which the staff belongs. For the purchase and maintenance of necessary new specialised equipment, the Executive Secretaries will apply the same ratio of 1/3 shares for UNEP/AEWA Secretariat and 2/3 share for UNEP/CMS Secretariat while taking into account inventory procedures.

2.3. Staff composition and staff management

Following the decision of MOP6 on the budget and personnel ([AEWA Resolution 6.18](#)) for the inter-sessional period 2016-2018, the AEWA staff contribution to the Joint Unit is one P-2 position and a 0.5 G-staff position. Due to available extra budgetary funding, the G-staff position is currently increased to 80% at least for the duration of 2016.

The UNEP/CMS Secretariat staff contribution to the Joint Unit is currently comprised of two full-time consultant positions (whereby one consultant is filling a vacant part-time P-2 post) as well as two G-staff positions (one full-time and one 80% position respectively).

Any change in the Joint Unit's staff composition shall be agreed by the two Executive Secretaries. Each Executive Secretary retains the authority and responsibility over the staff members they provide to the unit, including with respect to expenditures (for example in relation to training expenditures etc.). The coverage of expenditures related to staff travel will depend on the purpose of the travel and will be agreed by the two Executive Secretaries on a case-by-case basis.

For the individual annual performance evaluation cycle of the P and G positions, the following arrangement will be established with regard to first and second reporting officers:

IMCA staff member	1 st Reporting Officer	2 nd Reporting Officer
AEWA Communication Officer (IMCA Coordinator)	AEWA Executive Secretary	CMS Executive Secretary
AEWA Information Assistant	IMCA Coordinator	AEWA Executive Secretary
CMS Senior Public Information Assistant	IMCA Coordinator	CMS Deputy Executive Secretary
CMS Communication Assistant	IMCA Coordinator	CMS Deputy Executive Secretary

Any change in the above table should be agreed between the two Executive Secretaries.

The performance evaluation for the two CMS consultant positions (Editor and Website & Knowledge Management Consultant) is carried out by the IMCA Coordinator and the CMS Executive Secretary according to the pertinent UN rules and regulations established for the evaluation of consultants.

Prior to the end of the cycle evaluation, the Executive Secretaries will consult on the performance evaluation of each member of the Joint Unit, including an annual joint appraisal of the consultant positions.

2.4. Provision of services

The overall staff time allocated on services provided by IMCA to the respective Secretariats, expressed in monetary value, shall equal the shares agreed for staff allocation to the Joint Unit under section 2.2 above, i.e. 1/3 for AEWA and 2/3 for CMS.

As mentioned above, IMCA staff will self-monitor their working time on a daily basis in order to be able to assess the monetary value of services provided to both instruments taking into account the possible limitations of the monitoring tool. This monitoring will be undertaken through a pertinent time and task tracking software.

The following principles will be applied by IMCA staff when reporting their time allocation to the respective Secretariats:

- For common CMS/AEWA tasks, staff will apply the 2/3 (CMS) – 1/3 (AEWA) ratio (for example: World Migratory Bird Day);
- For a task related only to one instrument, all working time will be reported towards the respective instrument in question (for example: CMS COP, AEWA MOP etc.);
- The respective ratios to be applied will be indicated in the annual Programme of Work;
- Days of staff absence (such as annual leave or sick leaves) will be attributed to the Secretariat the staff member belongs to.
- Each member of the Joint Unit records his/her time according to pre-defined tasks (linked to the PoW) which are grouped as either an AEWA or CMS specific task or as a Common Task. The software which has been tested for the past three months can provide an overview of the balance vis-à-vis each client on a monthly basis.

The calculation will be undertaken by the IMCA Coordinator twice a year in connection with the annual mid-term and end-of-year reviews of the Programme of Work on the basis of the time sheets verified monthly by the two Executive Secretaries and the Actual Salary Expenditures.

At the end of each year, if the annual balance between staff provided to the Joint Unit and services received do not meet the ratio of 1/3 for AEWA and 2/3 for CMS, the two Executive Secretaries will decide how the equilibrium will be attained. The overall results and the way the balance is restored will be reported to the respective Standing Committees.

3. Indicators

AEWA Resolution 6.22 requested a number of indicators to be developed. These indicators can be split into two groups:

- (1) indicators which monitor the implementation of the arrangements for the Joint Unit and;
- (2) indicators which evaluate the achievement of the objectives of the pilot.

Separate indicators can be formulated for assessing the IMCA performance based on the Programme of Work.

3.1. Indicators for monitoring the implementation of the arrangements for the Joint Unit

3.1.1 Management and planning

The following indicators are suggested for monitoring the introduction and implementation of the new management and planning arrangements:

Arrangement	Indicator	Means of verification
Joint overall management of the Unit by both Executive Secretaries	Joint memo signed by both Executive Secretaries is circulated within two weeks after the approval of this proposal by the StC to all staff describing the new arrangements, with the full proposal attached	E-mail circulation to staff
	IMCA staff composition, balancing discrepancies in cost-sharing and other pertinent management issues are agreed and decided jointly by both Executive Secretaries	E-mail communication or records of meetings
Regular joint management meetings by both Executive Secretaries	Minimum two meetings a year have taken place (one in December and one in June)	Records of the meetings
Programme of Work	Annual PoW is developed and approved according to the schedule and deadlines outlined in section 2.1.2 above	Respective e-mail circulations according to schedule and deadlines in section 2.1.2 above
IMCA staff time allocation monitoring	Each IMCA staff member is keeping a daily time log by task through the agreed software	Monthly time allocation reports for each IMCA staff verified by both Executive Secretaries
Staff performance evaluation	The two Executive Secretaries consult each other on the performance of each member of the IMCA Unit before the end-of-year performance evaluation, including an annual joint appraisal of the consultant positions	Records of the meetings

3.1.2 Cost-sharing – respective UNEP/AEWA and UNEP/CMS Secretariat contributions to the Joint Unit

The following indicator is suggested for monitoring the implementation of the cost sharing arrangement:

Indicator	Means of verification
The collective monetary value of staff contributed to IMCA constitutes 1/3 share for UNEP/AEWA Secretariat and 2/3 share for UNEP/CMS Secretariat	Annual balance calculated on the basis of actual salary expenditures
The monetary value of contribution towards new specialised equipment constitutes 1/3 share for UNEP/AEWA Secretariat and 2/3 share for UNEP/CMS Secretariat	Records of purchase orders

3.1.3 Services provided – time allocation

The following indicator is suggested for monitoring the implementation of the arrangement for quantity of services provided:

Indicator	Means of verification
The collective monetary value of staff time allocated by IMCA staff constitutes 1/3 share for UNEP/AEWA Secretariat and 2/3 share for UNEP/CMS Secretariat	Two balances a year (mid-term and end of year) calculated on the basis of actual salary expenditures against the individual time allocation reports of each IMCA staff

3.2. Indicators for evaluating the achievement of the objectives of the pilot

The objectives of the pilot are outlined in the initial proposal for its establishment provided in January 2014 by the CMS Executive Secretary in consultation with the Acting AEWA Executive Secretary and can be summarised in three points:

- (1) Redirect staff time towards implementation support;
- (2) Generate savings/cost efficiency;
- (3) Improve the quantity and/or quality of services in the IMCA remit.

Objective 1 - Redirect staff time towards implementation support

In order to measure redirection of staff time towards implementation support, i.e. less time allocated to IMCA-related tasks, a necessary prerequisite is the existence of a benchmark, i.e. detailed records of time all staff in the UNEP/AEWA Secretariat previously allocated to tasks that are in the remit of the IMCA team¹. However, such records do not exist.

An alternative is to set as a target the necessary minimum involvement of non-IMCA UNEP/AEWA Secretariat staff (excluding the Executive Management Unit) into IMCA-related tasks as a way of maximising the allocation of their staff time to implementation support. The achievement of this target will be measured through an indicator with a threshold value. Values below this threshold will indicate achievement of the objective, while values above will point at extra time spent on IMCA-related tasks instead of implementation support.

¹ Description of the IMCA remit is presented in Annex II

Target	Indicator & threshold	Means of Verification
Non-IMCA UNEP/AEWA Secretariat staff (excluding the Executive Management Unit) allocates minimum amount of time to IMCA-related tasks	Maximum of average 4 days/year/staff (ca. 2% of annual staff time) across all non-IMCA staff in the UNEP/AEWA Secretariat (excluding the Executive Management Unit) allocated to IMCA-related tasks during the current triennium (2016-2018)	Time logs for IMCA-related tasks of all non-IMCA UNEP/AEWA Secretariat staff (excluding the Executive Management Unit)

Objective 2 - Generate savings/cost efficiency

Savings are to be measured through before/after comparison of monetary value. Generating savings will require reducing budget expenditures or increasing the benefit gained as a result of the pilot, i.e. (i) less personnel budget spent on IMCA-related tasks while maintaining the same delivery (in terms of quantity and quality) in the IMCA remit and increasing delivery in other areas of work of the Secretariat OR (ii) increasing delivery (in terms of quantity and quality wise) whilst maintaining the same personnel budget.

As it was already pointed out under Objective 1, no past records of staff time allocated to IMCA-related tasks exist. Further, no past assessments of quantity and quality of delivery (IMCA-related or across the entire UNEP/AEWA Secretariat) exist either. Therefore, no before/after comparison can be performed and the achievement of Objective 2 is not measurable.

While under Objectives 1 and 3, it is suggested to use targets as a means of monitoring progress made instead of past/present data, the use of such an approach for Objective 2 is inappropriate as it is meant to measure the change of monetary value which requires precise and rigorous data.

Objective 3 - Improve the quantity and/or quality of services in the IMCA remit

This objective aims at improvement, thus aiming for a positive change compared to a previous situation. This would require past assessments of quantity and quality of delivery (services) in the IMCA remit, but, as above, such a benchmark is not available.

Similarly to Objective 1, it is therefore suggested to set a target instead of using a comparative before/after analysis. Such a target is to be linked to the satisfaction of external users of IMCA services (such as Contracting Parties, Technical Committee, other key partners and stakeholders etc.) and will be measured through an indicator with a threshold value. This “client satisfaction” indicator shall be measured through surveys directed to different “client groups” requesting feedback on various products and services of the Joint Unit.

Target	Indicator & threshold	Means of Verification
External users are satisfied with the quantity and quality of IMCA services received	Quantity and quality of services are each rated “High” or above by external users	Annual online survey

The online survey template is to be elaborated by a qualified external expert and is to be repeated annually. The template shall be approved by the AEWA Standing Committee.

3.3. Overall IMCA performance indicator

The IMCA Programme of Work will constitute the blueprint for the annual tasks to be implemented by the Joint Unit. Thus, the overall IMCA performance can be measured by indicators linked to the PoW. As no such PoW has been developed as of yet, at this point of the time one preliminary indicator can be suggested reviewing the percentage of tasks in the PoW implemented annually:

Indicator & threshold	Means of Verification
The PoW implementation score is 90% or higher for both the AEWA and the joint activities (for the joint CMS/AEWA activities the combined score by both Secretariats should be used).	Annual PoW implementation assessment by both Secretariats led by the two Executive Secretaries

Possible unforeseen tasks agreed by both Executive Secretaries, but not captured in the annual Programme of Work can be accounted for in connection with the annual mid-term and end-of the year reviews. With the introduction of the Programme of Work and after gaining some experience with this approach, further indicators can be possibly proposed.

4. Next Steps and Reporting

After this proposal has been approved by the AEWA Standing Committee, within two weeks, a new inter-office memo signed by the two Executive Secretaries will be sent to the UNEP/AEWA and UNEP/CMS Secretariat staff to announce the new arrangements and related indicators.

In accordance with the monitoring mandate and reporting requirements of the Standing Committee as per Resolution 6.22, the UNEP/AEWA Secretariat will provide an annual report on the implementation of the IMCA arrangements to the Standing Committee not later than 31 March of each year. The Secretariat will also prepare a draft report on behalf of the Standing Committee to be submitted to MOP7 in accordance with the respective MOP7-related deadlines.

For changes to the arrangements and indicators in this proposal, the Secretariat will seek the approval of the AEWA Standing Committee.

Annex I – Indicative Framework for Annual IMCA Programme of Work (including an example activity)

<i>CMS tasks</i>						
Activity	Programmatic link (Resolution, Strategic Plan, Comm. Strategy etc.)	IMCA Lead	Expected total IMCA working time needed	Support required from other units	Deadline	Progress/ Comments
<i>AEWA tasks</i>						
Activity	Programmatic link (Resolution, Strategic Plan, Comm. Strategy etc.)	IMCA Lead	Expected total IMCA working time needed	Support required from other units	Deadline	Progress/ Comments
Regional flyway-training-kit workshop in South Africa: - website announcement; - shipping of communication materials	Plan of Action for Africa	RV DS	1,5 days	YES: AEWA African Unit to provide substantive information on workshop + list of needed materials	Materials need to be shipped 1 month before the event [DATE]; Draft website text agreed with African Unit 1 week before workshop, posted online [DATE]	Materials needed in English only; Website text in EN and FR
<i>Joint CMS/AEWA tasks</i>						
Activity	Programmatic link (Resolution, Strategic Plan, Comm. Strategy etc.)	IMCA Lead	Expected total IMCA working time needed	Support required from other units	Deadline	Progress/ Comments

Annex II - 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 in this report 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.”