

**6<sup>th</sup> SESSION OF THE MEETING OF THE PARTIES***9 - 14 November 2015, Bonn, Germany**“Making flyway conservation happen”*

---

**REPORT ON THE CMS/AEWA COMMON INFORMATION MANAGEMENT,  
COMMUNICATION AND AWARENESS-RAISING TEAM***(Prepared by the UNEP/AEWA Secretariat)***1 - Introduction**

The following document is a report on the experiences and lessons learned from the pilot in common services in the area of Communications, Information Management and Awareness-raising between the UNEP/CMS and UNEP/AEWA Secretariats. The analysis covers a period of 20 months, i.e. the period since the pilot began in late January 2014 up until October 2015. A first report prepared by the UNEP/AEWA Secretariat in close consultation with the Executive and Deputy Executive Secretaries of the UNEP/CMS Secretariat was submitted to the 10<sup>th</sup> meeting of the Standing Committee (Doc StC 10.7) and it was also referred to in the Independent Analysis on Common Services and Synergies in the CMS Family (see AEWA/MOP Inf. 6.8).

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.

## 2 - Establishment of the Pilot

In January 2014, a Common Information Management, Communication and Awareness-raising (IMCA) Team consisting of staff from both the UNEP/CMS and UNEP/AEWA Secretariats was established in accordance with the decision of the 9<sup>th</sup> Meeting of the AEWA Standing Committee (see Annex 1) which *“Requests the interim Executive Officer of AEWA and invites the Executive Secretary of CMS to develop further synergies between AEWA and CMS and take actions to merge common services and common areas in an effort to redirect the focus of the Secretariats towards strengthening implementation support”*. At the 41<sup>st</sup> Meeting of the CMS Standing Committee, the AEWA decision was accepted and it was agreed to conduct a pilot to gain experience with a view to possibly sharing further services.

Also in accordance with the CMS Standing Committee decision, an analysis was provided by the CMS Executive Secretary, in consultation with the AEWA Acting Executive Secretary, proposing a pilot in the area of communications and information and the proposal for this pilot was approved by the chairs of both the CMS and AEWA Standing Committees. The process was conducted in the context of Resolution 10.9 on the Future Shape of the CMS Family and AEWA Resolution 5.17 which requests the Standing Committee “to contribute, where appropriate, to activities identified in Annex 1 of CMS Resolution 10.9.” (for a summary of the process please see UNEP/CMS/COP11/Doc.16.2).

Operating since 27<sup>th</sup> January 2014, the new common IMCA Team was set up in close cooperation with the AEWA Acting Executive Secretary through an inter-office memorandum by the Executive Secretary of CMS as a pilot to demonstrate the benefits of shared services between the UNEP/CMS and UNEP/AEWA Secretariats (see Annex 2).

AEWA’s Information Officer was appointed as Coordinator of the new team, while the overall responsibility for supervision rests with the CMS Executive Secretary.

Since March 2014, both CMS and AEWA communications-related staff have been co-located on the same floor of the UN Bonn Campus building in adjoining offices in order to facilitate team management.

An overall analysis of “Shared Common Services Between CMS Family Instruments” [[UNEP/CMS/COP11/Doc.16.2](#)], which included an initial assessment of the shared service in the area of, information management, communication and awareness-raising was presented to CMS COP11.

At CMS COP11, Parties to the Convention subsequently passed Resolution 11.3 on “Enhancing Synergies and Common Services Among CMS Family Instruments” in which they took note of the above mentioned analysis and recognized the lessons learned from the pilot of shared services in the area of communications (AEAWA/MOP Inf.6.3).

Through CMS Resolution 11.3, CMS Parties also requested an independent analysis and report on the legal, financial, operational and administrative implications of actions to enhance synergies, such as through sharing services in common service areas. This independent analysis had been conducted by the Institute for European Studies, Vrije Universiteit Brussel and was presented to the 44<sup>th</sup> Meeting of the CMS Standing Committee in October 2015.

Resolution 11.3 instructed the CMS Standing Committee to assess the report and determine the advantages and disadvantages at its 44<sup>th</sup> Meeting. The report is also available on the AEWA MOP6 website as the CMS COP11 invited MOP6, in accordance with operational paragraph 3 of the Resolution to take a decision on the way forward of sharing common services (AEWA/MOP Inf.6.8). The decision taken by the 44<sup>th</sup> CMS Standing Committee is annexed to this report (see Annex 3).

Paragraph 3 of CMS Resolution 11.3 “requests the Executive Secretary in close consultation with the Executive Secretary of AEWA to report the outcomes of the pilot phase and the implementation of this Resolution to COP12.”

### **3 - Situation Prior to the Pilot**

In order to assess the advantages and disadvantages of the pilot in common services, it is important to reflect on how, i.e. with what staff capacity, both the UNEP/AEWA and UNEP/CMS Secretariats managed the daily demands related to information management, communication and awareness-raising for each of the Secretariats prior to the pilot.

It should be noted, that it is difficult to assess the exact situation prior to the creation of the pilot retrospectively, as staff at both Secretariats were involved in work related to communication and information management on a percentage and part time basis. In other words, the amount of time which was being allocated by the individual staff members at each Secretariat prior to the pilot is still to be estimated (analysis ex-ante) to assess any savings.

#### **Communication and Information Management Capacity at the UNEP/AEWA Secretariat in 2013**

On the AEWA side, the responsibilities relating to information management, communication and awareness-raising prior to the pilot (in 2013) have primarily been with two staff members:

- Information Officer (P2)
- Information Assistant (G4) – at 50% part time in the core budget, but extended to 80%, as savings allowed

Prior to the launch of the new website in March 2014, AEWA's Administrative Assistant (G5) was also contributing a significant portion of her time as the webmaster of the AEWA Website while the two staff above-mentioned staff members were also contributing to other Secretariat tasks, not directly related to communication.

Both the Information Officer and Information Assistant directly reported to the Executive Secretary of AEWA and most of the activities conducted by the staff members were focusing on issues relating to AEWA. It should also be noted, that the two AEWA staff members dedicated to handling the information management, communication and outreach work for the AEWA Secretariat had to cover a vast spectrum of tasks related to both information management, communication and awareness-raising campaigns, which proved to become increasingly challenging. Both staff members have become specialised, particularly in website design, publications and website maintenance.

#### **Communication and Information Management Capacity at the CMS Secretariat in 2013**

On the side of the UNEP/CMS Secretariat, the responsibilities relating to information management, communication and awareness-raising prior to the pilot (in 2013) were shared amongst five staff members and one consultant editor.

- Information Officer (P4 part-time)
- Associate Information Officer (Part time staff at P2 Level)
- Senior Public Information Assistant (G7)
- Secretary (G4 – 50% part-time)
- Registry Clerk/Secretary (G4)
- Consultant Editor

It should be noted that the overall responsibility for the CMS communications and information management-related work lay with the CMS Information Officer (P4), but that his functions also included recruitment of new Parties and capacity-building activities. The CMS Team had specialized itself more on media and press work.

### **Increase in Shared Activities Prior to the Pilot**

In the years prior to the pilot there was a noticeable increase in joint activities in the area of communications and information management which were being carried out by staff members from both the UNEP/CMS and UNEP/AEWA Secretariats. For example, WMBD has been a joint annual campaign managed by both Secretariats, albeit with AEWA, as founder of WMBD, usually taking the lead, from its inception in 2006. There has also been close cooperation between the two organisations when it comes to the development of new information management tools, such as the Online National Reporting System (ORS) as well as with the development of the new CMS Family Website, the upgrade of the Technical Committee and Scientific Council workspaces and other online tools currently being used by both Secretariats.

For many of the common projects carried out prior to the pilot, such as the development of the ORS, the creation of Online Workspaces for the Technical Bodies and the annual organisation of the World Migratory Bird Day campaign, it was the UNEP/AEWA Secretariat which laid the groundwork and often took the lead. The largest common information management project to date has been the CMS Family Website Project, which was led by the CMS Associate Information Officer (P2) in 2013 and 2014.

### **4 - Composition of the New Common Team**

The establishment and original composition of the new Common IMCA Team was communicated in the form of an internal memo on 27 January 2014 (see Annex 2). According to this memo, the newly established team consisted of the following staff:

- Information Officer (P2 –AEWA / Coordinator of the Common Team)
- Associated Information Officer (P2 – CMS/until Dec 2014)
- Senior Public Information Assistant (G7 - CMS)
- Information Assistant (G4 – AEWA – at 50% extended to 80% until the end of 2015)
- Consultant Editor (CMS)

As of 1 June 2015 a native French speaking CMS staff member (G4) was allocated to the new joint team on an 80% basis to further strengthen it. Furthermore, it should be noted that Parties at CMS COP11 approved a 50% post for the CMS Associate Information Officer (P2), which meant an actual reduction in capacity in the team in the critical area of knowledge and information management in 2015 compared to the situation prior to the pilot, where the CMS Associate Information Officer (P2) was working full-time.

### **CMS and AEWA Contribution to the Common Team**

The following table illustrates the actual staff contributions made by both the UNEP/CMS and UNEP/AEWA Secretariats to service the areas of Communications, Information Management and Awareness-raising. The table illustrates the staffing reality at the start of the pilot in January 2014 as defined in the memo and in October 2015, as presented to the 44<sup>th</sup> CMS Standing Committee meeting.

The calculations for staff costs presented in the table are based on the public figures found in the Budget Resolutions of both CMS and AEWA (CMS Resolutions 10.1, CMS Resolution 11.1 and AEWA Resolution 5.21) according to the actual percentage of time committed for each of the members to the common team. The main purpose of the table is to illustrate the evolution from what the situation was at the start of the pilot to how it evolved in 2015.

**Table 1: Communications and Information Management – Staff Cost for the Common Team in 2014 and 2015**

Secretariat	Position	Start of Pilot (Jan 2014)		Pilot as of October 2015	
		Time	Cost/€	Time	Cost/€
CMS	P2	100%	88,434	50%	45,102
	G7	100%	81,151	100%	82,775
	G4	0%	0	80%	51,448
	Consultant Editor	100%	46,200	100%	46,200
	<b>TOTAL: (CMS Contribution)</b>		<b>215,785</b>		<b>225,525</b>
AEWA	P2	100%	85,367	100%	87,074
	G4	80%	51,422	80%	52,451
	<b>TOTAL: (AEWA Contribution)</b>		<b>136,789</b>		<b>139,525</b>
<b>CMS + AEWA Total</b>			<b>352,574</b>		<b>365,050</b>

The table shows that that currently AEWA is covering around 38 percent of the staffing costs and CMS around 62 percent.

While no formal cost-sharing arrangement was initially set up when the common team was created, it became apparent after several months of operation that a clear agreement was needed. In January 2015 the Executive Secretaries of the UNEP/AEWA and UNEP/CMS Secretariats 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 organisations and used in the past for common projects such as the joint website.

In assessing the staff and resources made available to the common team it was clear that CMS had a deficit estimated to be 35,000 euros for the period since the beginning of the pilot. Both the CMS and AEWA Executive Secretaries are working to address this remaining imbalance. This ratio adopted for AEWA and CMS could be modified as the IMCA Team occasionally supports CMS instruments which have their own budgets (Raptors MoU, ASCOBANS, IOSEA...).

At the same time it should be noted that many of the CMS Information Officer's (P4) previous responsibilities in the area of communications and information management, especially with regard to managing the team, shifted to the AEWA Information Officer (P2) who was asked to act as Coordinator as of January 2014. Within the UN a P-2 Officer is supposed to support a higher ranked Officer but not to lead a Team. The CMS Management fully recognized this and therefore requested COP11 to take in consideration to upgrade this position to a P-3 level of which the difference between a P-2 and P-3 post should be covered by the CMS budget. This proposal was not accepted.

### Common Team Outputs during the Pilot

Before describing the challenges surrounding the pilot in joint Communications, Information Management and Awareness-raising, it is appropriate to briefly list a number of the activities which have been successfully carried out by the newly formed team during the pilot period so far. A few of the highlights include:

- CMS Family Websites – development and launched in time to be used for CMS COP11. The CMS Family Website Project included full re-development of all CMS Family websites and resulted in a significant technological improvement in terms of the new websites being database and content management system driven. As a result of the project, CMS Family information is also now automatically flowing into external portals such as InforMEA;
- CMS COP11 – Special COP11 Newsroom and unprecedented media attention around CMS COP11 including coverage in major media outlets for television, web, newspapers, and radio; stronger coordination with UNEP Division of Communication and Information (DCPI) ;
- Increased writing and proofreading support, over 20 op-eds (Opposite the Editorial Page) written and published including one on behalf of CMS and AEWA and two on behalf of AEWA;
- Improved Information Management Capacity - management of websites and other tools such as the workspaces and the online meeting registration tool;
- Online National Reporting Template set-up for AEWA (December 2014 – January 2015);
- More active engagement of CMS and AEWA with respect to international commemorative days such as World Wildlife Day, International Day of Biodiversity, World Wetlands Day, World Oceans Day etc.
- Development of active social media sites including major strengthening of Twitter accounts and Facebook, especially for CMS.

Of course, other activities already being carried out through synergies between AEWA and CMS have been conducted by the common team such as the World Migratory Bird Day campaigns (in both 2014 and 2015) and the news regularly published through the CMS and AEWA websites.

## **5 - Challenges Surrounding the Pilot**

Despite being able to look back at a number of significant achievements, the pilot so far has also been a period of orientation and of responding to immediate requests under difficult structural and institutional circumstances for the new team.

### **No Time to Set-up**

From the very beginning of the pilot, the joint team has faced the challenge of trying to set itself up, while tackling major immediate tasks such as the re-development and launch of the new CMS Family websites in March 2014, World Migratory Bird Day (May 2014) and preparations for CMS COP11 in November 2014.

Particularly the period before CMS COP11 was understandably a very intense period for the team, with all members working hard to make CMS COP11 a “communications success”.

### **Unbalanced Service in 2014 - Cost-Sharing Formula Needed**

Furthermore, the fact that the pilot was launched in a CMS COP year, led to a stronger focus of the team’s activities and energy on CMS in 2014. In other words, the advantages of a strengthened team in 2014, were clearly being noticed by CMS, while the AEWA side was initially receiving less than it put in and this has resulted in decreasing the AEWA communication and information management performance and output.

However, this apparent dilemma of “unbalanced service” was solved through an agreement reached by the two Executive Secretaries during the first joint management meeting of the communications team which took place on 2 February 2015. The agreement was based on a mutual understanding that AEWA would receive the same kind of extra support from the common team for AEWA MOP6 preparations leading up to the meeting in November 2015 as CMS had for CMS COP11 in 2014.

In order to ensure that unbalanced service does not occur in the future between the two Secretariats, the Executive Secretaries agreed to develop a joint programme of work (POW) with estimated staff times for each activity designated under the POW equalling the allocated cost sharing arrangement of  $\frac{1}{3}$  AEWA and  $\frac{2}{3}$  CMS.

The AEWA Executive Secretary also requested the team to keep estimates of the time allocations per week to ensure the time allocated for joint or specific activities between the two Secretariats is properly monitored and the formula for cost-sharing appropriate

## **Capacity Problem – Prioritization of activities**

Of course, the activities that this team is expected to carry out could justify an increase of human resources but with approximately 20 percent of the CMS and AEWA staff dealing exclusively with communication issues, it is difficult to allocate more people without compromising the implementation of the treaties. It is clear that priorities have to be set.

## **Commonly Agreed Goals and Strategic Direction**

In addition to the cost-sharing issue, the lack of a mutually agreed management structure and a programme of work based on clearly defined priorities from both CMS and AEWA for the common team, has also made its operations difficult during the pilot, which was also recognized by the two Executive Secretaries during the first joint management meeting.

Steps are being taken by the Executive Secretaries to discuss this further and to reach an agreement on how to deal with this issue from now on. In addition both Executive Secretaries would sign off the Work Plan of the Team at the beginning of the year and during the year review progress made and amend the Work Plan if necessary.

## **6 - Lessons Learned - Advantages of a Shared Team**

Despite the above-mentioned challenges, which are now being addressed by the CMS and AEWA management, the experience of the pilot has also shown that there are some clear advantages in having a shared team for communications and information management.

### **Greater Specialisation among the Staff Members**

In order to meet the demands of both organisations in the area of communications and information management, there is clearly an advantage in having a larger team consisting of staff which are or could be specialised in key areas.

From the start of the pilot, the bottom-up approach taken by the Coordinator has aimed to try to gradually shape the new team by focusing the work and tasks of individual staff members around the above-mentioned key areas. The approach is based on the principle of taking advantage of the existing strengths, specialized skills and motivation which already exist in the team and to further build on them so as to maximize the team's ability to collectively meet the various demands and to be able to deliver on the many ongoing as well as longer-term communication and information management related tasks.

Increased specialisation in the team coupled with improved planning and prioritisation will provide a better basis to cope with the many demands towards and large volume of work needing to be tackled by the common team.

### **Centralised Management of Websites and other Online Tools**

There are clear advantages of a shared, or centralised approach to managing the large number of websites and online tools being used and managed by the CMS and AEWA Secretariats. A recent assessment has identified a total of 37 individual websites and online tools spread across CMS and AEWA which have to be managed by the common team. These range from the official websites of AEWA and CMS (including all of its MOU sub-sites), to the multiple websites of AEWA focused on single species, the collaborative spaces for the CMS Scientific Council and the AEWA Technical Committee, the NFP online community, the Online Reporting System, the WMBD campaign website, to the online meeting registration tool. The management of such a large cluster of complex websites needs a highly skilled and dedicated work force as well as financial backing to be able to outsource some of the associated technical work.

The constantly evolving changes in web technologies and the forms of new threats make it an absolute necessity to have experienced and skilled staff in-house as well as the funds in place to be able to hire external expertise a case by case. Both the internal capacity to manage and the funding to support all of these websites and tools have been clearly insufficient at both Secretariats and it is highly unlikely that the needed capacity

can be built within each Secretariat acting alone. Hence, the opportunity represented by the pilot, is that such a centralisation of both internal staff management capacity in the area of information management could be strengthened and a cost-sharing approach for the necessary outsourcing realised. A good example of the cost-sharing for information management-related activities has been the development of the CMS Family website.

## **Opportunity for a more Strategic Approach to Communications**

The strategic approach to communications at both Secretariats will also probably be significantly strengthened through the adoption of the strategically aligned communications strategies for both CMS and AEWA, as these will provide the overall framework and act as guiding documents for future communications work of both Secretariats.

## **Other Advantages**

Other advantages of a common services team dedicated to information management, communication and awareness-raising include greater language capacity within the team, as well as an improved support set-up to cover for staff absences.

## **7 - Moving Forward: Two Options**

The decision of the 9<sup>th</sup> Meeting of the AEWA Standing Committee did not provide any deadline for the assessment and the decision on the future of the pilot phase. The 10<sup>th</sup> Meeting of the Standing Committee decided to defer the decision to MOP6. To inform this decision, two possible options are described below, whereby possible variations between them could also be considered.

1. Go back to the status quo prior to the pilot.
2. Confirm the Common IMCA Team under improved conditions.

**Option 1** would mean that the pilot is ended and the two AEWA staff members return to working fully for the UNEP/AEWA Secretariat after MOP6. Cooperation with CMS would continue on shared projects, but on a case-by-case basis and with the signature of an inter-service memo. Option 1 would mean a return to the status in 2013, which would allow AEWA staff to dedicate 100% of their time to AEWA issues again. A re-evaluation of the staff members' work programme would have to be made and there might be a reduction in terms of the overall capacity to manage the wide spectrum of functions, but these could be addressed through prioritisation and through individual synergy projects with CMS, especially in the areas of information management and campaigns.

**Option 2** would mean the continuation on a permanent basis of the "shared services" approach in the area of information management, communication and awareness raising between the UNEP/CMS and UNEP/AEWA Secretariats, but under new and improved conditions taking into account the lessons learned from the pilot phase. As a matter of priority, the challenges described above would be addressed and steps taken to re-launch the common communications team taking the following key recommendations into account. In any case, it will be useful to launch the new arrangement through a common decision/memo signed by the two Executive Secretaries.

## **Key Recommendations**

Below are the key recommendations for improving efficiency. All of them are relevant to option 2 while some of them should also be taken into consideration in option 1.

### **1. Improve Management for the Common Team**

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. As indicated earlier, the Executive Secretaries are currently looking into this and will in due course make a proposal on how to supervise the Team. Any change in the composition of the team should be agreed by both Secretariats.



**2. Set Priorities for the Common Team**

The Executive Secretaries should mutually agree on the priorities and the programme of work for the Team 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 other instruments) would be useful, not only to assess the work done by the team but also to revise if necessary the cost-sharing formula.

**4. Strengthening the Common Team**

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).

**Actions Requested from the MOP6**

The Meeting of the Parties is requested to take note of the report and lessons learned from the pilot in shared services in the area of information management, communication and awareness-raising between the UNEP/CMS and UNEP/AEWA Secretariats, informing a decision on the way forward.

## ANNEX 1

### **Decision of the 9<sup>th</sup> Meeting of the AEWA Standing Committee with regard to the recruitment of the new AEWA Executive Officer and the future collaboration with the CMS-family**

*Acknowledging* the importance of the Future Shape Process to increase efficiency and enhance synergies in the whole CMS Family, and AEWA Resolution 5.17 that requests the Standing Committee “to contribute, where appropriate, to activities identified in Annex 1 of CMS Resolution 10.9”,

*Aware* of the greater international picture coming from Rio+20 and other processes stressing the importance of developing further synergies among MEAs,

*Cognizant* of the need to appoint an Executive Officer as soon as possible, and of the important role that AEWA Resolution 5.21 sets out for the Standing Committee in making the final selection,

*Understanding* the opportunity in timing that the appointment process of the AEWA Executive Officer presents to developing stronger synergies between AEWA and the CMS in accordance with the Future Shape Process and AEWA Resolution 5.17.

#### *The Standing Committee:*

1. *Decides* to take a decision to agree with the appointment of the Executive Officer on an interim basis to be reviewed by MOP6 in light of a possible appointment of a Joint Executives Secretary as described below;
2. *Requests* the interim Executive Officer of AEWA and invites the Executive Secretary of CMS to develop further synergies between AEWA and CMS and take actions to merge common services and common areas in an effort to redirect the focus of the Secretariats towards strengthening implementation support;
3. *Invites* the Executive Secretary of CMS in consultation with the Executive Officer of AEWA to bring a proposal to the AEWA MOP6 on a possible joint Executive Secretary for AEWA and CMS for its consideration. The proposal should include an analysis of the effectiveness of such an arrangement, the task and functions that the proposed Joint Executive Secretary would include, and what resources such an arrangement would redirect towards implementation support priorities;
4. *Invites* the Executive Secretary of CMS to bring the proposal of a Joint Executive Secretary for AEWA and CMS to the CMS for its consideration.

## ANNEX 2



# Convention on the Conservation of Migratory Species of Wild Animals

*Secretariat provided by the United Nations Environment Programme*



### INTER-OFFICE MEMORANDUM

To: CMS Family Staff

Date: 27 January 2014

From: Bradnee Chambers  
Executive Secretary  
UNEP/CMS Secretariat

**Subject: Establishment of a Common Information Management, Communication and Awareness-raising Team as Pilot to Demonstrate Shared Services between CMS and AEW**

Dear Colleagues,

I am pleased to be able to inform you that we have been given the official go-ahead to conduct the pilot of shared services between the UNEP/CMS and UNEP/AEWA Secretariats in the areas of Information Management, Communication and Awareness-raising from the respective Chairs of the CMS and AEW Standing Committees.

The decision of both Chairs was communicated to me in writing on 19 January 2014 and is based on an analysis and proposal which I prepared in close cooperation with Bert Lenten in his capacity as Acting Executive Officer of AEW.

The pilot is the culmination of a process which was initiated through the Future Shape process at COP 10 (Resolution 10.9) and is a follow-up to recent requests made by both the 9<sup>th</sup> AEW Standing Committee and the 41<sup>st</sup> CMS Standing Committee.

In order to immediately commence with the implementation of the pilot, I have - in agreement with Bert Lenten - appointed Florian Keil, Information Officer of the UNEP/AEW Secretariat as Coordinator of the new common Information Management, Communication and Awareness-raising Team, which will consist of the following staff members and consultants from the two respective Secretariats:

- Natalie Epler, Associate Information Officer, UNEP/CMS Secretariat
- Florian Keil, Information Officer, UNEP/AEW Secretariat
- Veronika Lenarz, Senior Public Information Assistant, UNEP/CMS Secretariat
- Dunia Sforzin, Information Assistant, UNEP/AEW Secretariat
- Robert Vagg, Editor Consultant, UNEP/CMS Secretariat

The new team will fall under my direct overall supervision as Executive Secretary of CMS and I intend to work closely with the Executive Officer of AEW in giving direction to the team to ensure that the pilot will be mutually beneficial and a successful example of shared services and synergies between the two Secretariats.

As you may know, I see the pilot as an important first step in demonstrating the potential for shared common services and synergies within the CMS Family and I count on your support and collaboration to ensure that it will be a success. Thank you!

Regards

**CMS 44<sup>th</sup> Standing Committee Decision on  
Enhancing Synergies and Common Services Among the CMS Family Instruments**

*Mindful* of the legal autonomy of each of the CMS Family Instruments;

*Recalling* Resolution CMS 11.3 “Enhancing Synergies and Common Services Among the CMS Family Instruments” and the role of the Standing Committee in moving the issue forward during the intersessional period between meetings of the COP including by establishing the benefits and disadvantages based on the independent analysis, to consider the outcomes of meetings of decision-making bodies of other CMS Family Instruments, and in taking the appropriate decisions in accordance with these outcomes with a view to realizing enhanced synergies such as through sharing services in common service areas and report to COP12;

*Recalling* also the decision of the 9<sup>th</sup> Meeting of the AEWA Standing Committee that requests the Executive Secretary of AEWA and the Executive Secretary of CMS to develop further synergies between AEWA and CMS and take actions to merge common services and common areas in an effort to redirect the focus of the Secretariats towards strengthening implementation support;

*Welcoming* the independent analysis and report on the legal, financial, operational, and administrative implications of actions to enhance synergies, such as through sharing services in common service areas to the decision-making bodies of the wider CMS family;

*Noting* that the independent analysis contains important information of the potential of common services that can be achieved within the CMS Family and that it highlights the general advantages and disadvantages of strengthened cooperation, while also noting that other types of synergies could be important with CMS Instruments based outside of Bonn;

*Emphasizing* that the goal of sharing services among CMS instruments is to fill gaps, be mutually reinforcing, produce efficiencies and increase output and that sharing common services should be aimed at strengthening the implementation of the instruments involved and maximizing the effective and efficient use of resources at all levels;

*Decides* to take a stepwise approach with the Bonn-based instruments and notes that the potential common service areas which the independent analysis suggests could benefit the most from joint approaches include capacity-building, cross-cutting implementation issues, conference services and fundraising;

*Convinced* that the best approach to implementing common services between the CMS and AEWA Instruments, and subject to the decision of the AEWA MOP, is through the Executive Secretaries mutually agreeing on potential services in consultation and with the advice of UNEP and proposing agreed services to the Standing Committees for approval, and regular reporting on progress, lessons learned, and financial cost savings to the Standing Committees.

*Agrees* that any proposed common services should not have any additional financial requirements on the Secretariats and should preserve the Secretariats’ identity and improve efficiency;

*Invites* the 6<sup>th</sup> Session of the Meeting of Parties of AEWA to consider the independent analysis and this decision by the CMS Standing Committee and to consider strengthening further common services with CMS;

*Invites* the Chair of the CMS Standing Committee, who concurrently is also the Chair of the AEWA Standing Committee, to communicate the outcomes of the 44<sup>th</sup> meeting of the CMS Standing Committee on enhancing common services to the 6<sup>th</sup> Session of the Meeting of Parties of AEWA for its consideration;

*Invites* other CMS Family instruments, starting with the Bonn-based Instruments, to consider developing common services and synergies with the CMS Family through appropriate decisions of their respective governing bodies and to report these decisions to the CMS Standing Committee for the development of a way forward on common services proposals.