

PROGRAMME OF WORK OF THE AEWA SECRETARIAT FOR THE PERIOD 2026-2028

(as approved by the 28th meeting of the Standing Committee on 12 March 2026)

Pursuant to operative paragraph 5 of Resolution 9.9 adopted by the 9th Session of the Meeting of the Parties (MOP9), taking account of the resources agreed by Parties, at its 28th meeting on 12 March 2026 the Standing Committee (StC) reviewed and approved for implementation the Programme of Work (PoW) of the Secretariat for the period 2026-2028.

In addition, the STC authorised the Secretariat to make necessary adjustments to the PoW during further operational planning and implementation, and confirmed that the deliverables under activities 3.2.1, 3.3.1, 4.1.1, 4.2.2, 4.2.3 and 4.2.4 are considered must-have deliverables, in addition to the Secretariat's essential routine functions.

The following types of changes to the PoW would qualify as **adjustments**: reallocation of capacity and/or redefinition of additional funding needs or implementation timelines within the prioritised set of activities approved by the StC or occasions where the Secretariat can implement additional activities without compromising on the set of activities approved by the StC.

A change that would scale down or refocus away from the set of approved activities, would qualify as a **revision** and will require approval by the StC.

The approved PoW 2026-2028 is very ambitious in relation to the funding and staffing capacity agreed by MOP9 for the Secretariat and it will require close monitoring of implementation as well as regular reporting to the StC.

The proposed Programme of Work for the Secretariat for the period 2026-2028 is presented as two Excel spreadsheets annexed as **Annexes 1 and 2** to this cover note.

Annex 1

Annex 1 is a Gantt-chart template that contains the following information:

Columns B-C (Mandates): these columns list the Secretariat's mandates in a structure compatible with the Integrated Project Management and Reporting (IPMR) module of the UN Enterprise Resource Planning system - Umoja. The structure comprises the following four elements and the corresponding number of items per element:

Objective – 1;
Outcomes – 14;
Outputs – 29;
Activities – 64.

These are formulated on the basis of the Agreement text and its Annex 3 (Action Plan), the Strategic Plan 2019–2027/2028, MOP resolutions, and, where relevant, mandatory UN rules and regulations. The corresponding mandate references are indicated in brackets at the end of each item.

Column D (Priority): priority is assigned only to activities following three numerical priority levels (1-3) based on the following broad definitions:

- a. Priority 1 – activities that are essential for the functioning or the further development of the Agreement or the Secretariat and if not implemented will lead to disruptions; further to that this priority level has been assigned to activities for which the Secretariat has already received grants and has to deliver on those projects/activities, as well as to activities which are linked to other essential activities and if not implemented will jeopardise their delivery.
- b. Priority 2 – activities that are significant for the functioning or the implementation of the Agreement and if not carried out will weaken implementation and delivery of AEWA's objectives.
- c. Priority 3 – activities that are very important for the implementation of the Agreement and if not carried out will slow down progress towards AEWA's objectives.

The prioritisation applied categorises 35 activities as priority level 1 (55%), 18 activities as level 2 (28%) and the remaining 11 activities as level 3 (17%).

Column E (Personnel assignment): this column indicates the principal assignment of the Secretariat's available personnel per activity, regardless of the level of priority. However, this does not imply that the activity can and will be implemented. Staff are indicated by their initials, with the lead staff member shown in bold.

Column F (Additional funding needs): this column defines which activities are dependent on additional funding; the following three broad categories have been applied:

- a. Yes - cannot be delivered without additional funding;
- b. Partially - needs some additional funding to secure delivery;
- c. No/Secured - funding is in place and it can be delivered.

Parentheses () indicate cases where the resource need assessment is tentative/conditional and may change during operational planning.

Columns G-H (Activity start and end date) & Columns L-AU (Activity timeline): when the start and end dates of the activity are entered in columns G and H, the template automatically projects in light green the respective timeline in columns L-AU. The latter represent the entire triennium between 1 Jan 2026 and 31 Dec 2028. For several activities with longer timelines, indication is made of periods which will require concentrated work. These periods are indicated by bullet points in columns L-AU. A black diamond-shaped symbol in the last cell of the timeline indicates when the activity is expected to conclude.

In some instances, especially where the activity is heavily funding-dependent, a question mark is entered instead of start and end dates since it is not possible to define an implementation timeline before confirmation of whether and when funding will be provided.

Column I (Number of days per activity): this column presents an automatic calculation of the number of days based on the start and end date of each activity. This number includes all calendar days, including weekends. The number of days does not represent that actual time needed for implementing an activity or delivering a result, but just the total number of days in the timeline.

Column J (Status of activity): this column will be used for implementation tracking/monitoring. Categories of status that are currently available as part of the template may be refined by the Secretariat.

Annex 2

Annex 2 is based on the template of Annex 1, and some information is identical (columns B-F). The purpose of Annex 2 is to present the actual time allocation of each staff member per activity (columns G-S) and define the set of prioritised activities to be implemented by the Secretariat in 2026-2028.

The staff time allocation is expressed as a percentage of the total available workdays over the triennium for the respective activity for each assigned staff member. Available workdays are calculated by excluding weekends, annual leave and public holidays, resulting in 663 workdays per staff member for 2026–2028 at 100% post occupancy. This figure does not account for unforeseen absences such as sick leave.

The Secretariat's current staffing table and post occupancy levels are provided in **Annex 3** to this cover note.

In some cases, time allocation is indicated with an asterisk (*), where the quantified time is significantly below 1%. Where an accumulation of several activities with asterisks can result in a sizeable amount of time, this will be compensated by allocation to other related activities or routine functions.

The last column (S) reflects collectively the personnel of the Secretariat of the Convention on Migratory Species (CMS) who are part of the Joint CMS/AEWA Information Management, Communication and Awareness Raising (IMCA) Unit. As part of the arrangement for this joint unit, CMS Secretariat personnel contribute to certain aspects of the work and functions of the AEWA Secretariat, which is indicated only with asterisks. Some time of AEWA Secretariat personnel involved in IMCA is spent on joint or CMS-specific activities, as indicated in Annex 3 to this document (staffing table).

Only activities that have staff time allocated to them can be implemented.

Currently, all Priority 1 activities have staff time allocated to them and are scheduled for implementation.

However, several allocations are based on post occupancy levels higher than those approved and funded under the core budget of the Agreement, reflecting existing staff contracts. Maintaining this level of allocation will require additional voluntary contributions to cover both the extra post occupancy and the structural deficit in the AEWA core budget arising from discrepancies between standard and actual staffing costs.

No staff time could be allocated to Priority 2 or Priority 3 activities. These may still be implemented if Parties or stakeholders take the lead and secure the necessary capacity and, where required, funding. In such cases, the Secretariat would need to reallocate capacity to provide guidance and assistance, which would entail scaling down staff time assigned to Priority 1 activities. If the implementation of a Priority 1 activity must be cancelled in order to accommodate engagement in Priority 2 or 3 activities, this would constitute a revision of the PoW and would require approval by the StC.

ANNEXES 1-3

Annexes 1 and 2 are attached separately as Excel files.

Annex 1: AEWA Secretariat PoW 2026-2028 Gantt chart

Annex 2: AEWA Secretariat PoW 2026-2028 staff time allocations

For **Annex 3** please refer to the next page of the document.

ANNEX 3: AEWA SECRETARIAT STAFFING TABLE FOR 2026-2028

N°	Abbreviation and staff member initials	Unit	Post title	Level	Percentage of post financed by assessed contributions	Percentage of post financed by voluntary contributions	Percentage of time allocated in the Programme of Work
1	Ex/Acting Exec Secretary, P4 (SD)	Executive Management Unit	Acting Executive Secretary	P-4	100%	-	100%
2	Ex/Exec Management Support Officer, P2 (CL)	Executive Management Unit	Executive Management Support Officer	P-2	100%	-	100%
3	Ex/Admin Assistant, G5 (MTK)	Executive Management Unit	Administrative Assistant	GS-5	100%	-	80% ¹
4	SICU+AIU/Chief Progr Officer, P3 (Vacant)	Science, Implementation and Compliance Unit & African Initiative Unit	Chief Programmatic Officer	P-3	100%	-	-
5	SICU/Species Officer, P3 (ML)	Science, Implementation and Compliance Unit	Species Officer	P-3	70% (at P-2)	30% (at P-2 + complement to P-3)	100%
6	SICU/Progr Assistant, G5 (JD)	Science, Implementation and Compliance Unit	Programme Management Assistant	GS-5	80%	20%	80% ²
7	SICU/EGMP Coordinator, P2 (BL)	Science, Implementation and Compliance Unit	Coordinator for the European Goose Management Platform	P-2	-	100%	100%
8	SICU/EGMP Progr Assistant, G5 (SH)	Science, Implementation and Compliance Unit	Programme Management Assistant for the European Goose Management Platform	GS-5	-	100%	100%
9	AIU/Coordinator, P2 (EPM)	African Initiative Unit	African Initiative Coordinator	P-2	85%	15%	100%
10	AIU/Progr Assistant, G5 (BD)	African Initiative Unit	Programme Management Assistant	GS-5	50%	30%	80%
11	IMCA/Info Officer, P2 (FK)	Communication Unit	Information Officer	P-2	100%	-	90% ³
12	IMCA/Info Assistant, G5 (DS)	Communication Unit	Information Assistant	GS-5	50%	50%	65% ⁴

¹ Post occupancy reduced to 80% to reduce expenditures from the core budget; the remaining 20% will be covered and utilised by CMS.

² Post occupancy maintained at 80% as per the MOP9 approved core budget; an additional 20% will be covered and utilised by CMS.

³ 10% of the post occupancy is dedicated to CMS matters as part of the joint IMCA Unit arrangement; the remaining post occupancy for AEWA utilisation is 90%.

⁴ CMS covers and utilises 20% of the post occupancy; of the remaining 80% covered by AEWA, 15% are allocated to compensate for the time spent by CMS personnel in the IMCA Unit on AEWA matters as part of the arrangement for the joint Unit.

Staff of the Secretariat of the Convention on Migratory Species (CMS) assigned to the joint CMS/AEWA Information Management, Communication and Awareness Raising (IMCA) Unit

N°	Abbreviation and staff member initials	Unit	Post title	Level	Percentage of post financed by assessed contributions	Percentage of post financed by voluntary contributions	Percentage of time allocated in the Programme of Work
1	IMCA/CMS Posts	IMCA	Coordinator	P-3	n/a	n/a	n/a
2		IMCA	Senior Public Information Assistant	GS-6	n/a	n/a	n/a