

Analysis of Options for Strengthening the Operational Functioning of the Nairobi Convention Secretariat

1. Introduction

1. The need to strengthen the institutional framework for coordination and support to implementation of the Nairobi Convention has been recognised by Contracting Parties at successive COPs and is reflected in COP Decisions including Decision CP6/4: *Strengthening the Secretariat* and CP7/10 *Strengthening the Operational Functioning of the Secretariat*.
2. The case for institutional strengthening was further explored in the paper entitled, *Coordination Mechanism for the Nairobi Convention (UNEP(DEPI)/EAF/CP.7/20)*, tabled at COP 7¹ and the Paper on Optimising Secretariat Functions, Coordination and Delivery of the Nairobi Convention, its Protocols, and Action Plans and Approved Programme of Work (UNEP/(DEPI)/EAF/COP8/2015/5a) tabled at COP 8.
3. This analysis responds to the COP 8 Decision, CP8/14: Strengthening the Operational Functioning of the Secretariat, and specifically to item 2, to prepare an analysis of the report on the strengthening the operational functioning of the secretariat, including, inter alia, the financial implications of the options contained in the report, proposals for secondment of staff by contracting parties and partners, proposals for utilizing the existing capacities of national institutions to advance the work of the Convention. ([See Annex 1. Full Text of Decision CP8/14](#))

2. Expected Coordination and Delivery Functions

2.1 Coordination and Delivery Functions

4. The statutory roles or functions of the Nairobi Convention Secretariat (NCS)² are those set out in the Convention text (1985, 2010) related to the body designated as responsible for carrying out secretariat functions pursuant to article 17 of the Convention ('the Organisation'). The NCS as the Organisation also has statutory functions in set out in Articles 9 and 17 of the Marine Pollution and LBSA Protocols and addressed in more general terms in the protected areas and species protocol. ([Annex 2](#))
5. [Box *1](#) summarises the statutory or core functions mandated to the NCS in support of the Convention and Protocols.

Box 1. Core Functions of the NCS

- Legal processes
- Compliance and reporting
- Facilitation and organisation of regular meetings
- Financial and administrative management
- Liaison with National Focal Points
- Representation and relations including coordination and partnership development with regional and international bodies
- Development and coordination of cooperative activities
- Development and coordination of Work Programmes incl. monitoring and oversight of reporting

¹ Also made available at COP8 as, UNEP/(DEPI)/EAF/COP8/2015/8

² The Organisation is designated as the UN Environment –supported NCS in the revised Convention (2010)

6. Secondary functions are regional-level activities undertaken in support of implementation of the Convention and Protocols by Contracting Parties, with an emphasis on technical assistance and capacity development (Box 2).

Box 2. Activities in support of Implementation of Protocols

- Development of new and revision of existing regional strategies and action plans
- Regional policy implementation including priority actions as agreed Action Plans
- Facilitation of technical cooperation and networking
- Technical assistance
- Training
- Assessments / analyses and prospective studies
- Development of tools, techniques and guidelines
- Implementation of pilot and demonstration projects
- Networking and sharing of lessons

7. A third tier of functions is represented by cross-cutting or support activities in support of programme delivery (Box 3).

Box 3. NCS Functions related to facilitation and coordination of activities in support of the Convention

- Development of and support to information systems
- Knowledge management
- Communications and visibility
- Resource mobilisation
- Oversight of projects

8. The requirement for specific second and third tier activities and functions has been further specified and often broadened in scope through the development and adoption by the COP of action plans and strategies; notably:
- i) The Strategic Action Programme (SAP) concerning Land-Based Sources and Activities for the Western Indian Ocean Region adopted through Decision CP6/1 (2010). Decision 6/4 reflects the need for additional human and financial resources considering the implementation of the SAP and LBSA protocol.
 - ii) The Strategic Action programme for Sustainable Management of the Western Indian Ocean Large Marine Ecosystems, endorsed by Ministers in June 2015 during COP8.
 - iii) Decision CP7/9 and Decision CP/8 concern finalization of the regional strategy on climate change impacts, adaptation and mitigation in the marine and coastal environment of the Western Indian Ocean region.
9. The Nairobi Convention Secretariat has been assigned as the executing agency for two related SAP implementation projects (Paragraph 23).
10. In addition, the NCS is regularly mandated with more specific one-off or recurring tasks through the Decisions of the COPs. Tables 1 and 2 summarise the tasks assigned to the Secretariat at COP 8 while Annex 3 provides a list of tasks assigned to the Secretariat since 2010

Table 1. COP 8 Decisions setting out recurrent tasks for the NCS workload

COP Decision	Secretariat Task
Decision CP8/11: National and Regional State of Coast Reports	To request the Secretariat, jointly with the Contracting Parties, to prepare a Regional State of Coast Report every five years

Table 2. COP 8 Decisions with immediate implications of the Work Programme for the period 2018-2022

COP Decision	Secretariat Task
Decision CP8/3: Development of a Protocol on Integrated Coastal Zone Management	To request the Secretariat to review the current status of the draft Protocol on Integrated Coastal Zone Management in collaboration with Contracting Parties and other partners and facilitate discussions to explore other possible options
Decision CP8/4: Review of the Protocol Concerning Protected Areas and Wild Fauna and Flora Eastern African Region	To request the Contracting Parties in collaboration with the Secretariat and implementing partners to finalize the review of the Protocol
Decision CP8/5: Agenda 2063 and the Africa Integrated Maritime Strategy 2050	To request the Secretariat ... to contribute to the development of an African strategy on ocean governance in the context of the African Integrated Maritime Strategy 2050 and Agenda 2063.
Decision CP8/7: Environment Management for Oil and Gas development	To request the Secretariat to prepare regional guidelines on environmental management for oil and gas development, based on best practices
Decision CP8/8: Climate Change Adaptation and Mitigation	To request the Secretariat to expedite the finalisation of the climate change strategy for the Nairobi Convention Area
Decision CP8/9: Threatened and Endangered Marine Species	To urge the Secretariat, in partnership with the Wildlife Conservation Society, to finalize the Regional Status Report on Sharks and Rays in the Western Indian Ocean
Decision CP8/12: Establishment of a Platform for Science to Policy Dialogue	To request the Secretariat, in collaboration with partners, to develop terms of reference, mode of operation and composition of the platform and transmit them to the Contracting Parties for subsequent approval by the Bureau
Decision CP8/15: Financial matters	To request the Secretariat to prepare, in consultation with the Contracting Parties, for approval by the Bureau, a framework of options for settlement of arrears

11. Finally, it should be noted that strengthening of delivery in a decentralised manner and/or through projects has implications in terms of ensuring accountability, alignment, and reporting to the Contracting Parties, that would require an increase in governance oversight by the COP or Bureau as well as support from the NCS. NCS core functions that would require additional effort include the development and coordination of work programmes and cooperative activities. In addition, one-off or recurring tasks linked to each option include establishment of appropriate governance and oversight mechanisms, development of guidance and procedures (such as communications and visibility guidelines, fundraising procedures, reporting protocols and templates) and negotiation of terms of reference and/or Memoranda of Understanding.

2.2 The Challenge

2.2.1 Growing and Increasingly Specialised Requirements for Support

12. The requirements of the NCS in fulfilling its first-tier functions have increased significantly in the past eight years with the preparation and adoption of the LBSA Protocol and in view of ongoing discussions on the ICZM Protocol. The expansion in Protocols is also associated with an increased demand at regional (and national) level for specialist knowledge and consultations that are not currently covered by the core budget of the NCS.
13. Specific challenges include the broad thematic scope of the Convention and associated protocols and action plans, the requirements to consider emerging issues, and the differing technical needs and priorities of the WIO countries. Many of the functional requirements related to each of the three Protocols require a wide array of expertise and technical capacity that are not represented in the Secretariat. Operational challenges include the need to operate in the official languages of the region and relatively high costs of travel between the countries of the region.
14. There is strong potential for second-tier functions to be delivered in a decentralised manner including based on project funding. Dedicated technical centres could also support technical aspects of the first-tier (coordination) functions such as the development of action plans.
15. Third-tier activities could be delivered or partly delivered in a decentralised manner though technical centres but may benefit from i) economies of scale and/ or standardisation that would be provided by a dedicated centre rather than duplication of functions for tech thematic area (e.g. a clearing house function) and ii) from the reduced risks associated with a strongly coordinated approach (e.g. resource mobilisation).

2.2.2 Budgetary Limitations

16. The principal challenge to strengthening the coordination and delivery of the Nairobi Convention has been financial. The income to the Nairobi Convention Trust Fund through the assessed contributions of the Contracting Parties is not sufficient to support the staffing and functioning of the Convention Secretariat or of a fully-fledged Regional Coordination Unit. There are no immediate prospects for an increase in assessed contributions.
17. The prevailing financial situation implies that the principal sources of funding for strengthened coordination and delivery will be
 - i) UN Environment -managed projects of short to mid-term duration (1-5 years), with the amount and duration of financial commitments commensurate with the availability and timing of project funds.
 - ii) Voluntary cash or in kind contributions from Contracting parties and partners.

3. Options for Institutional Strengthening

18. The COP 8 paper on Optimising Secretariat Functions presented a set of options for strengthening coordination and delivery of the Nairobi Convention Action Plan and Programme of Work in a decentralised manner. A decentralised approach to coordination and delivery is advantageous for several reasons including flexibility, reduced costs, and greater ownership by the contracting parties. It allows a flexible range of structures to be developed considering the priorities and emerging issues identified by the Contracting Parties and the presence of other competent organisations in or serving the areas covered by the Convention. It potentially avoids the long-term costs and institutional lock in associated with building centralised coordination and technical capacity (See also: UNEP/(DEPI)/EAF/CP.7/20 and UNEP/(DEPI)/EAF/COP8/2015/5a).
19. The options presented span institutions (Regional Activity Centres, Collaborating Technical Centres³), networks (Subsidiary bodies, focal points, task forces and expert groups) and partnerships (organisational and supporting partners) with potential to offer services that complement the services provided by the NCS. (Box 4).
20. The COP has provided general and specific advice concerning:
 - Establishment of an Ad hoc technical and legal working group (CP 1/4)
 - Secondments of national staff to the NCS by Contracting Parties (CP 7/19)
 - Creation of Regional Activity Centres (CP 3/7, CP 5/5)
 - Establishment of the Forum of Academic and Research Institutions (FARI)(Decision CP4/9 and CP 5/5) to act as the technical and advisory body of the Science Policy Platform (CP 8/12)
 - Recognition of the Consortium for the Conservation of the WIO Coastal and Marine Ecosystems (WIO-C) (Decision CP 5/5)
21. The COP has also invited the Secretariat to strengthen partnerships (CP 3/8, CP 6/6) and to formalise links and/ or explore partnerships with a wide range of identified institutions and processes (CP 1/9, CP 3/8, CP 4/9, CP 6/6, CP 8/13).
22. Several working groups and task forces have operated under the auspices of the Convention and related projects including the Group of Experts on Marine Protected Areas, the Coral Reef Task Force and Invasive Species Task Force. Four task forces were established to provide input the transboundary diagnostic analysis on land based sources and activities (LBSA) and to development of the related strategic action plan.
23. Looking ahead, implementation of the Convention, its Protocols and Action Plans will be supported in the coming biennium through two GEF-supported regional projects executed by the Nairobi Convention Secretariat, that can be expected to support and consolidate further task forces and partnerships.
 - WIO-SAP project, Implementation of the Strategic Action Programme for the Protection of the Western Indian Ocean from Land-based Sources and Activities with the objective ...
 - Western Indian Ocean LMEs Strategic Action Programme Policy Harmonization and Institutional Reforms (SAPPHIRE).
24. There is a high level of capability and interest of established NCS partners, including the WIO-C partners in support of the species and protected areas protocol and cross cutting issues, and ongoing interest in partnership amongst international, intergovernmental and non-governmental organisations. The WIO region also has a pool of qualified national institutions and individuals including many with experience partnering with the NCS and participating in regional initiatives.

³ The term and status of such Centres should not be confused with UN Environment Collaborating Centres such as the UN Environment World Conservation Monitoring Centre.

Box 4. Decentralised Options for Institutional Strengthening

Centres

Regional Activity Centres – Dedicated centres with formal mandates established by governments and with delegated authority from Contracting Parties (COP) to support the implementation of Protocols or other thematic priorities. With dedicated staffing, RACs may facilitate the work of groups or networks, be associated with thematic focal points as part of their governance structure. Funding may be provided from the NCTF or by a host country or organisation.

Collaborating Technical Centres – Recognised national or regional existing organisations within the Western Indian Ocean Region with delegated authority from Contracting Parties (COP) to deliver tasks or provide services that fall within existing capabilities and staffing. This option is suited to specialised roles requiring significant infrastructure. Activity costs are likely to be project based or derived from the existing institutional mandate. Centres recognised by UN Environment or within the UN framework may be appointed outside the WIO region if suitable facilities or skills are not on offer within the region.

Experts

Focal Points - Government representatives appointed by Contracting Parties with clear liaison and representational role including a) at Convention level as envisaged under article 17 (2); b) associated with protocols or priority themes; c) acting as project focal points where a relevant initiative exists; d) acting as members of a task force

Subsidiary Bodies - A recognised and COP mandated body with representative membership with an ongoing formal advisory role in areas with a need for continuous or regular advice or assessments. May undertake specific COP mandated tasks and may appoint task forces to deliver these.

Task Forces / working groups - assigned to deliver a task or set of tasks within a given period, may be government representatives or individual experts as appropriate; roles linked to COP decisions and/or projects; honoraria or costs basis.

Expert networks - Long term network of individual experts from public and private sector (incl. academia, NGOs, industry) acting in individual capacity appointed or nominated by Contracting Parties on a voluntary basis, costs basis or negotiated honorarium.

Partners

Organisational partners – recognised national or regional institutions or organisations with relevant skill sets and programmes committed to contributing to the Action Plan or to the development of information systems; development of plans and programmes; maintenance of an inventory, dissemination of information, outreach including training and public awareness; facilitating emergency response communications, encouraging research. Partners need to be able to commit to a role over a mid to long term timeframe in context of their own priority setting and strategic planning; contributes to resource mobilisation (e.g. project partner and co-financer); may take on delegated roles

Supporting or consultative organisations - looser partnership arrangement with potential to formalise collaboration in context of specific and time-bound initiatives (e.g. project agreements)

Based on: UNEP/(DEPI)/EAF/COP8/2015/5a

3.1 Analysis of Options

25. The COP 8 paper on Optimising Secretariat Functions provided an initial comparison of the options based on a set of criteria designed to highlight the relative strengths and weaknesses of each option. The comparisons ([Annex 4](#)) span:
 - Performance factors including the extent to which the different options provide dedicated support to the NCS and Contracting Parties, their potential to mobilise resources and their potential to leverage results through facilitation of networks and influence;
 - Ownership and representativeness;
 - Institutional commitment and flexibility;
 - The level of control over activities and safeguards required related to fundraising, communication and visibility;
 - Operational factors including support and facilitation needs.
26. Based on this, it provided an overview of the functions that could be provided by each of the support options, the situations they are best suited to serve, basic resource implications, and examples of how each approach has been used in support of the Nairobi Convention and protocols or of other Conventions.
27. This report expands the analysis of options set out in the COP 8 paper on Optimising Secretariat Functions Specifically:
 - Part 4 of the report the financial implications of each option including A) Direct support to the Secretariat through non-staff personnel; B) Decentralised support through regional activity or technical collaborating centres, C) Networked Support through advisory bodies, and D) Partnerships.
 - Part 5 sets out criteria related to identification and selection, appointment or recognition of A) Decentralised support (centres); B) Supporting networks; and C) Partners.
28. The categories in this report differ to the earlier report by distinguishing two types of Regional Activity Centres (RACs): a) independently established or autonomous organisations with dedicated staff and b) national institutions serving as RACs. The second option provides greater flexibility regarding: i) the level or scale of support provided and ii) the degree of institutional commitment. Collaborating Technical Centres (CTCs) are national or regional institutions that deliver specific technical tasks or services based on their existing capabilities and facilities.

4. Financial Implications of the identified options to strengthen the operational functioning of the Nairobi Convention Secretariat

29. The following sections examine the financial implications of the options identified in the report on strengthening the operational functioning of the secretariat, based on an identification of resource requirements as well as consideration of costs in other regions based on publicly available information.
30. The summaries include direct and support costs and consideration allocation of costs and potential sources of funding. Actual costs for the institutional options would be expected to vary considerably amongst the countries of the region in view of differing costs of operations and salary norms.

A. DIRECT PERSONNEL SUPPORT TO THE SECRETARIAT

31. There is limited scope to expand the core personnel for the Secretariat in view of budgetary restrictions. Options for in house personnel support to the Secretariat include project funding as well as i) secondments of national officers from the contracting parties and partners, ii) appointment of JPOs from Contracting Parties supported by contracting parties or third countries, iii) UN Volunteers from WIO countries and iv) internships.
32. Eligibility and qualification criteria for non-staff personnel are set out in related UN regulations and may relate to candidates' age, qualifications or status (e.g. current or recent graduate student), as well as the nature of work to be undertaken. Regulations also address the duration of a placement which should clearly correspond to the candidate's availability.
33. The following paragraphs set out information on the context for recruitment of different types of non-staff personnel reflecting the type of task or role for which they may be recruited, their professional level, and cost implications including allocation of costs.
34. Aside from delivery of assigned work, the Secretariat and ultimately contracting parties can benefit from the knowledge, networks and language skills provided by a workforce with origins in the different WIO countries. This underscores the desirability to seeking representation from the different WIO countries across the different personnel categories.
35. Practical limitations to placements include hosting capacity (office space plus requirements or conditions of UNON, the United National Office in Nairobi).

i) Secondments of national officers by contracting parties and partners

36. Secondments – referred to as *gratis personnel* – are covered by a UN administrative instruction⁴. *Gratis personnel* may not be sought or accepted as a substitute for staff to be recruited against posts authorized for the implementation of mandated programmes and activities.
37. Article 2 of the instruction indicates that *Gratis personnel* are accepted on an exceptional basis:
 - a. *to provide expertise not available within the Organization for very specialized functions, as identified by the Secretary-General, and for a limited and specified period of time; or*
 - b. *to provide temporary and urgent assistance in the case of new and/or expanded mandates of the Organization, pending a decision by the General Assembly on the level of resources required to implement those mandates.*

⁴ United Nations Administrative Instruction ST/AI/1999/6
<https://hr.un.org/handbook/source/administrative-instructions/date>

38. The allocation of costs for gratis personnel is covered by article 8 of the Instruction, with i) salaries, allowances relevant and benefits and as well travel costs to and from the location where the gratis personnel are based, and insurance, paid by the donor and ii) operating costs including official travel covered by the receiving organisation.

Box 5. Article 8 of the UN Administrative Instruction concerned secondments

8.1 All expenses in connection with the services of gratis personnel, including salaries, allowances and benefits to which the individuals involved are entitled and travel costs to and from the location where the gratis personnel are based, shall be paid by the donor. During the entire period of service under the agreement, the donor shall also ensure that gratis personnel are covered by adequate medical and life insurance, as well as insurance coverage for illness, disability or death incurred in the service of the United Nations.

8.2 Costs incurred by gratis personnel undertaking official travel in the discharge of their functions shall be paid by the United Nations on the same basis as costs incurred by staff members, including payment of daily or mission subsistence allowance as applicable.

39. Loans or secondments of staff from other UN organizations follow a standard protocol and are formalised through an interorganisational agreement⁵. The staff member is normally paid by and, subject to the staff regulations and rules of the receiving organization. This limits the immediate utility for strengthening the Nairobi Convention Secretariat but does provide an option in the event of funding being mobilised for activities where other UN partners' expertise is required.

Cost to Contracting Party or Partner:	Modest – Figures to be provided by Dixon
Cost to UN Environment / NCS:	Minimal Figures to be provided by Dixon

ii) Associate Experts from Contracting Parties countries

40. Associate experts (also referred to as JPOs – junior professional officers) are young professionals, typically under 32 years of age, with an advanced university degree and two years of professional experience.
41. JPOs are generally nationals of donor countries but some donors agree to finance nationals of developing countries⁶⁷. Applications are made directly to the donor countries based on opening advertised online. JPOs are typically selected through a competitive interview process.
42. Associate experts are appointed for a period of one year, with a possibility of an extension

Figures to be provided by Dixon

Cost to Contracting Party ⁸ :	None
Cost to UN Environment/ NCS:	Minimal
Cost to third country donor:	Modest

⁵ <https://hr.un.org/content/inter-organization-agreement-concerning-transfer-secondment-or-loan-staff-among>

⁶ <https://esa.un.org/techcoop/associateexperts/index.html>

⁷ Currently only the Netherlands are sponsoring developing country candidates.

⁸ With the exception France that supports French Associate Experts: <http://www.diplomatie.gouv.fr/fr/emplois-stages-concours/travailler-dans-les-organisations-internationales/les-jeunes-en-oi-emplois-et-stages/les-programmes-jeunes-experts-finances-par-le-maedi/article/presentation-du-programme-jeunes-experts-associes-jea-jpo-onu>

iii) UN Volunteers from WIO countries

** Use of UN volunteers is applicable to UNEP (mentioned in Programme Manual) but I have no information on what type of candidates may be eligible, the nature of the placement or how this is mobilised. Dixon to follow up with HR (or delete)

<https://careers.un.org/lbw/home.aspx?viewtype=VOL> and <https://www.unv.org/>

iv) Internships

43. The United Nations Office at Nairobi offers internship to students who are currently enrolled in at least the final year of a first university degree programme or in a graduate school (second university degree or higher) programme at the time of application, or if they have graduated, can commence their internship within a one-year period after graduation⁹.
44. The Internship is for a minimum period of two months and a maximum of six months.
45. United Nations interns are not generally paid and UN Environment does not provide allowances to interns. All costs related to travel, insurance, accommodation, and living expenses must be borne by either the interns or their sponsoring institutions¹⁰.
46. There are limited options for external support. For example, the Government of Sweden has a programme known as BBE which supports interns to different organisations around the world, including organisations in the Nairobi Convention Countries,

Cost to UN Environment / NCS:	Minimal	Figures to be provided by Dixon
Cost to intern or sponsor:	Modest	Figures to be provided by Dixon

B. DECENTRALISED OPTIONS: CENTRES

47. The following analysis of financial implications is based on consideration of the minimum basic infrastructure and staffing for a Regional Activity Centre or collaborating technical centre.
48. The models are scalable and offer the option to increase staffing (and facilities) based on i) income from external sources including projects, professional fees or delivery of services and ii) through secondments, internships and volunteers. There is also scope for Centres to recover up-front costs related to staffing, facilities, and operations through overheads on fees, services, or on project-based funding. However, it is unlikely that Centres could become entirely self-supporting through fees and projects.

⁹ <http://www.unon.org/content/internship-programme>

¹⁰ <https://careers.un.org/lbw/home.aspx?viewtype=ip>

i) Regional Activity Centres

a) Autonomous or Independently-established Regional Activity Centres

49. The main cost items for independent regional activity centres are summarised in [Table 3](#). Actual costs can be expected to vary significantly between countries and locations based on salary levels and other variables (such as communications and travel requirements).

Table 3. Main cost items for Independent RACs

	Direct Cost	In kind (host)	Scalable
Staffing			
Senior manager / director	x		
Senior technical or programme officer	x		
Additional staff			x
Administrative officer/ accounts	x		
Facilities / Infrastructure			
Premises	x		
Office furnishings and equipment	x		
Operations			
Communications	x		x
Travel	x		x
Consumables	x		x
Bank fees & audit	x		

50. The published budgets for independent Mediterranean RACs in 2015¹¹, including staff and office costs, ranged from EUR 417,664 to EUR 1,815,762.

Cost to Contracting Party: Significant

Cost to UN Environment / NCS: Minimal

b) National Institutions Acting as Regional Activity Centres

51. The main cost items for national institutions acting as Regional Activity Centres are the same as those for Regional Activity Centres, but with at least core staff and facilities likely to be provided on an in-kind basis by the host institution ([Table 4](#)).

Table 4. Main cost items for National Institutions Acting as Regional Activity Centres

	Direct Cost	In kind (host)	Scalable
Staffing			
Senior manager / director		X	x
Senior technical or programme officer		X	x

¹¹ Data for RACs in Croatia, France, Malta and Tunisia, comprising proposed allocations for 'administration' from the Mediterranean Trust Fund plus host country allocations. The figures exclude 'activities' budgets which in all cases are significantly lower than administrative costs. Source: UNEP(DEPI)/MED IG.21/9 - Annex III – PoW & Budget.

Additional staff			x
Administrative officer/ accounts		X	x
Facilities / Infrastructure			
Premises		X	x
Office furnishings and equipment		X	x
Operations			
Communications	x		x
Travel	x		x
Consumables	x		x
Bank fees & audit	x		

52. As with autonomous RACs, actual costs can be expected to vary significantly between countries and locations based on salary levels and other variables (such as communications and travel requirements). The national contributions for Mediterranean RACs hosted by national institutions in 2015 ranged from EUR 100,000 to EUR 320,000¹².
53. The costs associated with collaborating technical centres are more scalable than those for independent RACs, depending on the flexibility of the host organisation. For example, existing staff members could be provided on available part time basis to the Centre and potentially work using the same office infrastructure as for the regular roles while administrative support could be provided directly by the host institutions central administration.
54. Where the national institution is well established and has flexible support mechanisms, the cost of serving as a RAC is essentially incremental in nature with additional activities and staff time associated with the RAC role potentially covered through income from project or fees.

Cost to Contracting Party or Partner: Modest to Moderate

Cost to UN Environment / NCS: Minimal

ii) Collaborating Technical Centres

55. Collaborating Technical Centres have a more limited role than RACs that may be based on a specialised service or facility made available to the contracting parties.
56. The main cost items for CTCs are the same as those for national institutions serving as RACs, with potential for a staff time and facilities to be provided on an in-kind basis by the host institution or financed through fees for services.
57. The incremental nature of costs means that organisations or partners providing only a limited support role to the Convention could be appointed as collaborating technical centres (or collaborating partners), based on delivery of a COP approved mandate.

Cost to Contracting Party or Partner: Modest to Moderate

Cost to UN Environment / NCS: Minimal

¹² Data for RACs in Italy and Spain

C. DECENTRALISED OPTIONS: NETWORKS

58. The following paragraphs detail the financial implications of the various options for using networks of professionals to extend coordination and delivery structure for the Nairobi Convention.
59. The work undertaken by networks may include regular or recurrent tasks and occasional tasks which are often more substantial in nature.
60. The main inputs to network support are the time and expertise of network members. These may be delivered as part of their professional role (notably focal points), on a voluntary basis, or based on an honorarium. Experts' time and limited communication costs are sometimes supported through a formal agreement or an informal understanding with the employer.
61. Expert contributions for occasional and more substantive tasks may be remunerated on a fee basis. This and associated meeting costs require a dedicated activity budget that may be mobilised through projects.
62. Many networks are supported by a facilitator, team leader, or chair whose inputs may be more substantial even for regular tasks. There is potential for this role to be assigned to centres or even partners. The question of remuneration is likely to be determined on a case by case basis with in-kind support from centres and partners desirable but not always practicable.
63. There is potential for short term support through networked delivery mechanisms for the two forthcoming regional GEF projects. Specifically, the WIO-SAP project includes several proposals for Task Forces while the SAPPHIRE project includes tasks related to the science policy interface that may support a related subsidiary body such as FARI.

i) National Focal Points

64. Focal points are appointed by Contracting Parties with personnel and operational costs borne by the Contracting Parties. Costs related to the appointment of protocol or theme related focal points would similarly be borne by the Parties.
65. Costs of Convention focal point meetings fall under the regular Convention budget. There is no current allocation for protocol related meetings.
66. There is scope to support additional work undertaken by focal points, such as participation in task forces or support to regional projects, with possible remuneration through related activity budgets.

ii) Subsidiary Bodies

67. Subsidiary bodies are intended to provide an ongoing formal advisory role in areas with a need for continuous or regular advice or assessments. They may undertake specific COP mandated tasks and may appoint task forces or individuals to deliver these.
68. The costs of such bodies are a combination of regular and occasional (task related) items and are largely determined by the workload of the subsidiary body.
69. A formal secretariat or facilitation role is likely to be required and may be delivered by the NCS, a designated Centre or collaborating partner

iii) Task Forces / working groups

70. Task Forces / working groups are assigned to deliver a task or set of tasks within a given period. The work of such groups may be voluntary or remunerated depending on the workload and work intensity. Costs are entirely related to delivery of an identified task and include:

- Facilitation related to the assigned task
- Meeting costs
- Honoraria to cover individual costs including communications
- Fees reflecting the workload and intensity of the task.

iv) Expert networks

71. Expert networks are expected to operate essentially on a voluntary basis. They are likely to function better with an assigned (part-time) coordinator or chair who may be a network member or staff of the NCS, a designated Centre or collaborating partner.
72. Honoraria or fees may be required for specific tasks where some or all network members function as a task force.

D. PARTNERS

73. The nature of financial implications of partnerships will depend on the nature of actions undertaken by the partners. A successful partnership is likely to involve a commitment to joint action. This has financial implications where partners:
 - are assigned specific roles or tasks through a contractual arrangement or
 - provide in kind or cash support for delivery of the Convention work programme or approved activities that overlap with their own priorities and workplans. The latter may represent cofinance for projects and include funding support to the NCS or third parties.
 - are assigned take part in and/ or provide facilitation or secretariat support for task forces or other networks on a voluntary basis.
74. Formalising partnerships in support of coordination and delivery of the Convention is associated with modest transaction costs, which may include review by UN Environment's partnership committee.
75. The SAPPHIRE project actions in support of the related WIOSEA Alliance provide an opportunity to establish a wide range of partnerships in support of ecosystem management in the Western Indian Ocean.

5. Selection criteria for identified options to strengthen the operational functioning of the Nairobi Convention Secretariat

A) DECENTRALISED INSTITUTIONAL OPTIONS

76. The following criteria have been drafted as screening criteria for proposals for establishment of Regional Activity Centres (RACs) and for designation of Collaborating Technical Centres (CTCs) based on proposals received from third parties such as governments or other public institutions in the Nairobi Convention countries.
77. The criteria are divided into different levels reflecting
 - i) The justification for the Centre based on identified needs;
 - ii) The level of commitment of the proponent to supporting or hosting of the Centre over a meaningful period commensurate with the mandate or tasks to be delivered;
 - iii) Qualifying criteria related to the capacity of the Centre to deliver its mandate or task, and
 - iv) Desirable criteria that may be applied in the event of competing offers.
78. The establishment of a RAC and assignment of collaborating technical centres is subject to approval by the COP. *The justification and commitment may be considered on an intersessional basis by the Bureau who will provide guidance as to whether a full proposal should be developed for presentation to the COP. The appointment and mandate of RACs should be review by the Bureau or COP on a periodic basic.*
79. The establishment of a process for formal identification of RACs and CTCc does not preclude the NCS (as part of UN Environment) entering contractual arrangements to deliver services in support of COP recommendations or in delivery of approved regional projects. Centres assigned formal role in such delivery will not automatically assume the status of RACs or CTCs
80. Centres as well as subcontractors may be subject to screening in line with UN Environment's partnership and/or procurement policies.

i) Justification for the Centre

81. Establishment of a RAC and designation of a Collaborating Technical Centre should be based on a clearly identified need for services in support of region-wide delivery of the Nairobi Convention, its protocols, and approved action plans.
82. Efforts should be made to avoid duplication of mandates and services with existing networks such as the Regional Centres established in support of the Basel, Rotterdam and Stockholm Conventions.
83. RACs and CTCs would ideally provide services that are relevant and accessible to all Contracting Parties. However, the size and diversity of the WIO region, particularly language differences, as well as differing challenges for island and mainland states may justify establishment of i) more than one RAC or Centre related to a specific theme or service, or ii) RACs intended to provide support on an issue relevant to a subset of Contracting Parties.
84. A full proposal for a RAC or CTC should include a clear description of the functions and services to be provided by the Centre, with reference to the secretariat functions set out in Convention, protocols, and action plans.

ii) Commitment of the Proponent

85. The Contracting Party or host institution proposing establishment of designation of a RAC or CTC should demonstrate a high level of interest to implementing the Nairobi Convention and achieving

the Centre's objectives and a clear intention to support the Centre as a stand-alone institution or as a function within an existing institution over a worthwhile timeframe.

86. A statement of commitment should reflect:
- The minimum guaranteed duration for support, which should be commensurate with the expected role of the Centre.
 - A summary of the resources to be provided or put at the disposal to the centre (premises, personnel, other facilities) and justification of its adequacy with respect to the Centre's role.
 - Identification of expected funding sources spanning, as appropriate, direct support, in kind support, identified project support, fees, and fundraising.
 - Where appropriate, consideration of the future development of the Centre (e.g. whether a hosted RAC is expected to become a stand-alone Centre).
87. Where an existing institution is intended to function as or host a RACs or CTC, the proposal should clearly explain the managerial structures and administrative processes that will distinguish regional activities from the centre's regular work.
88. Further guidance on some of these factors is provided under qualifying criteria.

iii) Qualifying Criteria

89. Qualifying Criteria for stand-alone and hosted RACs and for CTCs are set out in [Table 6](#). These span governance, human resources and competences, and infrastructure and systems.

iv) Desirable Characteristics

90. Desirable characteristics that may provide centres with an advantage where there are competing candidates include:
- An established reputation related to the specialised support provided by the Centre. For independently established RACs this may be substituted by hiring of appropriately qualified personnel.
 - A track report in financial management including notably a track record of audited accounts as a basis for eligibility for independent fundraising. For independently established RACs this may require guarantees or oversight by a supporting institution the host country.
 - Ready accessibility for visitors and to facilitate travel by Centre personnel.
 - Access to suitably equipped training facilities

Table 6. Qualifying Criteria for RACs

Criteria	Independent RAC	Nationally Hosted RAC	Collaborating Technical Centre
Governance			
Compatible Mandate and function	The Centre should have a clear mandate reflecting the assigned role in support of the Nairobi Convention and its Protocols	The host institution should have a recognized policy orientation or mandate that is consistent with the assigned role in support of the Nairobi Convention and its Protocols. The institutions should be willing to accept guidance from the COP and Bureau. The institution's governance structure should allow it to respond in a timely manner to requests for support made through the NCS.	The Centre should have a recognized policy orientation or mandate that is consistent with the assigned role in support of the Nairobi Convention and its Protocols.
Responsiveness to COP Guidance and requests for support	The Centre must be able to accept and follow guidance from the COP and Bureau including related to externally funded activities delivered in support of the Convention. The institution's governance structure should allow it to respond in a timely manner to requests for support made through the NCS.	The host institution must be able to accept and follow guidance from the COP and Bureau including related to externally funded activities delivered in support of the Convention. The institution's governance structure should allow it to respond in a timely manner to requests for support made through the NCS.	The Centre must be able to accept and follow guidance from the COP and Bureau including related to externally funded activities delivered in support of the Convention. The institution's governance structure should allow it to respond in a timely manner to requests for support made through the NCS.
Status	Ability to fundraise and receive funding from national and international sources and to utilise any funds raised in support of Convention related activities. For newly established RACs this may require the support of a guarantees or oversight by a supporting institution	Ability to fundraise and receive funding from national and international sources and to utilise any funds raised in support of Convention related activities.	Ability to fundraise and receive funding from national and international sources and to utilise any funds raised in support of Convention related activities.
Human Resources			
Sufficient qualified personnel	The Centre must be able to attract and retain sufficient personnel with the required technical, administrative, and	The host institution must provide sufficient technical, administrative and managerial support to allow the centre to deliver its	The Centre must provide sufficient technical, administrative and managerial support on a flexible basis to allow it to

	managerial expertise to deliver its functions in an effective, timely and efficient manner	functions in an effective, timely and efficient manner	deliver assigned functions in support of the Convention an effective, timely and efficient manner
International Personnel	The Centre's status should allow it to recruit or host salaried and non-salaried personnel from other countries in the WIO region (staff, seconded officers, interns, volunteers)	The host institution's status should allow it to recruit or host salaried and non-salaried personnel from other countries in the WIO region (staff, seconded officers, interns, volunteers)	The Centre's status should allow it to recruit or host salaried and non-salaried personnel from other countries in the WIO region (staff, seconded officers, interns, volunteers)
Expertise and Competences			
<i>Managerial</i>	The institution should have competence in the use of strategic planning tools, work planning, project coordination, budget tracking and financial reporting.	The institution should have competence in the use of strategic planning tools, work planning, project coordination, budget tracking and financial reporting.	The institution should have competence in the use of strategic planning tools, work planning, project coordination, budget tracking and financial reporting.
<i>Scientific and technical</i>	The centre must be able to provide or readily access the necessary technical, scientific or academic expertise to offer specialized assistance in line with its mandate and function	The centre must be able to provide or readily access the necessary technical, scientific or academic expertise to offer specialized assistance in line with its mandate and function	The centre must be able to provide or readily access the necessary technical, scientific or academic expertise to offer specialized assistance in line with its mandate and function
<i>Languages</i>	The Centre should be able to operate in at least two of the official languages of the Convention This may be accomplished through employment of bilingual personnel or a regional team and/ or use of translators and interpreters	The Centre should be able to operate in at least two of the official languages of the Convention This may be accomplished through employment of bilingual personnel or a regional team and/ or use of translators and interpreters	The Centre should be able to operate in at least two of the official languages of the Convention This may be accomplished through employment of bilingual personnel or a regional team and/ or use of translators and interpreters
Infrastructure and Systems			
Office space, equipment and facilities	The centre should have appropriate office space, communications and computer infrastructure and have ready access to and facilities required to deliver its roles	The centre should have appropriate office space, communications and computer infrastructure and have ready access to other facilities required to deliver its roles	The centre should have appropriate office space, communications and computer infrastructure and have ready access to other facilities required to deliver its roles
Financial and Management systems	RACs must have appropriate project and financial management mechanisms in place in accordance with established practices and procedures.	RACs must have appropriate project and financial management mechanisms in place in accordance with established practices and procedures.	RACs must have appropriate project and financial management mechanisms in place in accordance with established practices and procedures.

B) NETWORK OPTIONS

91. The following paragraphs are concerned with networked delivery and support functions that are established under the auspices of the Convention with an identified long or short-term mandate, role or task related to delivery of either i) Convention and its protocols and approved action plans or ii) a COP recommendation.
92. There is also scope for networks to be established through projects that are recognised by the Parties as supporting implementation of the Convention.
93. The criteria for existing networks to be formally recognised as implementing or collaborating networks are parallel to those for partners, set out below¹³,

5.1.1 Technical and Subsidiary Bodies

94. Technical and Subsidiary bodies are created in response to a COP recommendation and are accountable to the COP.
95. The main criterion for establishment of such bodies would be a clearly identified need for an ongoing advisory role. Granting of a mandate and funding to such bodies should be associated with a clear definition of the purpose and function of such bodies as well as terms of reference for the facilitating body and/ or individual members as appropriate.
96. An additional practical criterion, in view of the limited capacity if the Secretariat should be the willingness of a national or regional institution to act as facilitator or secretariat for such a body, and to raise funds for its operations and activities.
97. The COP has not expressly considered the need for advisory bodies to support the work of the Convention. However, there are several recommendations related to FARI that essentially define it as a subsidiary body.
 - Decision 4/9 (2014) directed the Secretariat of the Nairobi Convention in collaboration with other organizations to facilitate the establishment of the network of academic and research institutions
 - Decision 5/5 noted with appreciation the establishment of the Forum of Academic and Research Institutions (FARI) as an important mechanism for coordination and implementation of the Work Programme;
 - Decision 8/12 mandated FARI to act as the technical and advisory body for the Science Policy Platform.
98. The description of FARI set out in its own charter- as a broadly based consultative, communication and advisory body, accountable to the governments that are signatories to the Nairobi Convention through the Convention Secretariat - is broadly compatible with its serving as a subsidiary body.
99. Criteria for membership will depend on the role and activities of the advisory body, but may be expected to include representativeness of the mainland and island states of the WIO-Region, or of the Contracting Parties as well as individual criteria such as relevant qualifications. Membership would be rotational with some positions (e.g. chair) spanning more than one term to ensure continuity. Provisions to expand access to may include temporary appointment of associate experts or to appoint working groups.

¹³ Depending on the legal status of the network, this would not necessarily be formalised by an MOU.

5.1.2 Task forces/working groups

100. Task forces or working groups provide a more flexible mechanism to support the work of the Convention.
101. The main criterion for establishment of a Task Force or working group would be a clearly identified need for a specific deliverable over an identified timeframe.
102. Establishment of a Task Force should be based on development by the NCS or a delegated party such as a Centre of a clear terms of reference and workplan and on allocation of an appropriate budget for meetings, costs, and, where required, honoraria or fees.
103. Individual members may be appointed by contracting parties or recruited based on specified qualifications and skills, as well as on their availability to contribute in a timely manner to the work of the Task Force. The NCS would approve appointment the convener and provide a framework for regular reporting on the outputs of the Task Force.
104. The COP may also recognise and endorse the work of working groups with a regional scope and membership, such as those established by regional projects, where these are addressing a theme relevant to the approved work programme of the Convention and are prepared to report to the COP.

5.1.3 Expert Groups

105. Expert groups provide a longer term and less formal mechanism to support the work of the Convention. Expert groups may be associated with Centres or collaborating partners.
106. The establishment or recognition of groups under the auspices of the Convention would depend on i) the relevance of their work to the approved work programme of the Convention and ii) existence of a clearly defined organisational structure and operations, In both cases recognition should be subject to periodic renewal based on reporting of activities through the COP.
107. The group or members of the group may operate as a working group to prepare an identified deliverable or service and in this case their role could be formalised in a similar way to a Task Force.

C- PARTNERSHIPS

5.2 Criteria for Identification of Organizational Partners

108. Potential partners for implementation the Nairobi Convention include a wide range of organisations i) whose work programmes and activities contribute directly to implementation the Convention or ii) have expertise and skills of relevance for implementation the Convention
109. The following criteria are intended to serve as guidance for formalisation (establishment or renewal) of operational partnerships that contribute directly towards implementation of the convention at a regional or subregional level. The criteria are divided into different levels reflecting
 - i) The justification for the partnership based on identified needs;
 - ii) The level of commitment of the partner including a willingness to report on partnership activities to the Conference of Parties; and,
 - iii) Qualifying criteria including due diligence criteria for partnerships involving joint activities or involving transfer of funds form UN Environment (on behalf of the Convention) to the partner.

i) Justification for the Partnership

110. Establishment or renewal of a partnership should be based on a clearly identified and substantive contribution to the delivery of the Nairobi Convention, its protocols, and approved action plans in two or more of the countries covered by the Convention¹⁴.
111. To the extent possible the partner should identify specific activities or deliverables that will support the biennial programme of work of the Convention, and this contribution will be defined in a timebound memorandum of understanding.

ii) Commitment of the Partner

112. The commitment of the partner to achieving the objectives of the Nairobi Convention or a related protocol should be clearly set out in the partnership MOU
113. The partner should commit to providing a written update on activities undertaken in support of the Convention to each Conference of Parties and to provide a periodic verbal presentation of activities to the COP, related stakeholder forum or to another appropriate Convention platform.
114. The partner should commit in kind or financial resources to support implementation of identified activities in support of the Convention or should commit to resource mobilization for those activities.
115. The Partner should be willing to comply with any MOU provisions concerning its relationship to the Convention, Convention Parties, the NCS and UN Environment, including related to representation of its status and to conduct of activities (including resource mobilization, communications and visibility).

iii) Qualifying Criteria

116. The Partner should be able to mobilise suitably qualified personal and facilities in support of identified activities in support of the Convention in an efficient and timely manner.
117. The Partner will be subject to screening in line with UN Environment's partnership and/or procurement policies for any activities involving transfer of funding through UN Environment on behalf of the Contracting Parties.

¹⁴ Partnerships would ideally generate benefits that are relevant and accessible to all Contracting Parties. However, the size and diversity of the WIO region, particularly language differences, as well as differing challenges for island and mainland states and different geographic mandates or reach of for the partner itself may justify establishment covering a subset of countries.

Annex 1. COP-8 Decisions related to Strengthening Operation Functioning

Decision CP8/14: Strengthening the Operational Functioning of the Secretariat

1. To urge Contracting Parties to take note of the report on optimizing secretariat functions, coordination and delivery of the Nairobi Convention, its protocols, action plans and programme of work;
2. To request the Secretariat to prepare and circulate to the Contracting Parties by 31 December 2015, an analysis of the report on the strengthening the operational functioning of the secretariat, including, inter alia, the financial implications of the options contained in the report, proposals for secondment of staff by contracting parties and partners, proposals for utilizing the existing capacities of national institutions to advance the work of the Convention, and to submit the report to the next Conference of Parties;
3. To request the Secretariat, in the immediate term, to approach Contracting Parties and other partners, in a position to do so, to support the effective implementation of the Nairobi Convention programme of work by, inter alia, providing staff and staffing resources within the provisions of the UN regulations.

Decision CP8/13: Enhancing Cooperation, Collaboration and Support with Partners

1. To *urge* Contracting Parties, with support of the Secretariat, to continue engaging and cooperating with existing partners for the development and implementation of the decisions of the Conference of Parties and the work programme of the Nairobi Convention;
2. To *agree* to establish additional partnerships, including with regional economic communities, such as the East Africa Community, Common Market for Eastern and Southern Africa, Southern Africa Development Community, Indian Ocean Commission and United Nations agencies; Regional Fisheries Management Organisations, such as the Indian Ocean Tuna Commission, South West Indian Fisheries Commission on sustainable fisheries management; West Indian Ocean Challenge on matters of environmental assessment, Food and Agricultural Organisation, Convention on Migratory Species and CITES on conservation and trade of sharks and rays; ecologically or biologically significant marine areas as well as sustainable ocean initiative on capacity building of the Convention on Biological Diversity (CBD);
3. To *invite* all Contracting Parties and request the Secretariat to collaborate with the Secretariat of the Convention on Biological Diversity, Western Indian Ocean Marine Science Association and other partners on capacity building, implementation and sharing of experiences on integrated marine spatial planning in support of blue economy;
4. To *request* the Secretariat to establish a partnership with United Nations Environment Programme Global Programme of Action on matters of marine litter, waste and waste water for the West Indian Ocean Region and to report to the Conference of Parties at the next session;
5. To *encourage* collaboration and communication between Contracting Parties and civil society, private sector, non-governmental organisations, local governments and municipal authorities in the implementation of the work programme of Nairobi Convention for increased impact and commitment so as to harness the benefits of synergies and collaboration, such as in the work of the coral reef task force of the Nairobi Convention in 2015-2016 in preparing the regional status of coral reef report for the Western Indian Ocean;
6. To *agree* to promote joint programming between Contracting Parties, United Nations Framework Convention on Climate Change (UNFCCC), UNECA, partners, civil society and private sector for implementation of priority areas and mobilisation of resources;
7. To *request* Contracting Parties to partner with the Consortium for the Conservation of Coastal and Marine Ecosystems in the Western Indian Ocean for increased science based information sharing.

Annex 2. Statutory roles or functions of the Nairobi Convention Secretariat set out in the Convention and Protocols

1. Nairobi Convention (2010)

Article 17 Institutional Arrangements

1. The Contracting Parties designate the United Nations Environment Programme as the secretariat of the Convention to carry out the following functions:

- a) to prepare and convene the meetings of Contracting Parties and conferences provided for in articles 18,19 and 20;
- b) to transmit to the Contracting Parties information received in accordance with articles 3, 12, 14 and 22;
- c) to perform the functions assigned to its protocols to this Convention;
- d) to consider enquiries by, and information from the Contracting Parties and to consult with them on questions relating to this Convention and protocols;
- e) to co-ordinate the implementation of co-operative activities agreed upon by the meetings Contracting Parties;
- f) to ensure the necessary co-ordination with other regional and international bodies that Contracting Parties consider competent; and,
- g) to enter into such administrative arrangements as may be required for the effective discharge of secretariat functions.

2. Each Contracting Party shall designate appropriate authority to serve as the channel of communication with the Organization for purposes of this Convention and its protocols.

2. Marine Pollution Protocol

Article 9. Institutional Arrangements

The Contracting Parties designate the Organization to carry out, in co-operation with the International Maritime Organization, the following functions:

1. assisting Contracting Parties, upon request, in the following areas:

1. the preparation, periodic review and updating of the contingency plans referred to in paragraph 2 of article 3, with a view, inter alia, to promoting the compatibility of the plans of the Contracting Parties, and
2. publicizing training courses, programmes and material.

2. assisting the Contracting Parties, upon request, on a regional basis, in the following areas:

1. the co-ordination of regional emergency response activities, and
2. the provision of a forum for discussion of such activities and related topics.

3. establishing and maintaining liaison with:

1. competent regional and international organizations, and
2. appropriate entities conducting activities in the Eastern African region including major oil producers, refiners, clean-up contractors and cooperatives for marine pollution incidents, and transporters of oil and other harmful substances.
4. maintaining a current inventory of equipment, materials and expertise readily available in the Eastern African region to deal with a marine pollution incident;
5. disseminating information on the prevention and combating of marine pollution incidents;
6. identifying or maintaining means for marine emergency response communications;
7. encouraging research by the Contracting Parties, competent international organizations and appropriate entities on marine pollution-related matters, including the environmental impacts of spillages of oil and other harmful substances and materials and techniques used for combating such spillages;
8. assisting the Contracting Parties in the exchange of information pursuant to article 4; and
9. preparing reports and carrying out other duties assigned to it by the Contracting Parties.

3. LBSA Protocol

Article 17. Secretariat and coordination mechanisms

The Contracting Parties shall, consistent with article 17 of the Convention, designate the Organization to carry out the following secretariat functions, among others:

- a) to convene and service meetings of the Contracting Parties;
- b) to assist in raising funds for the implementation of this Protocol;
- c) to provide such guidance and assistance to national focal points, national focal institutions or research institutions, any committee, group or task force established under this Protocol or by the Contracting Parties;
- d) to formulate draft procedures and mechanisms necessary to assess and promote compliance with and enforcement of the Protocol under article 10 of this Protocol for consideration by the Contracting Parties;
- e) to formulate draft recommendations or common guidelines, standards and criteria under article 11 of this Protocol for consideration by the Contracting Parties;
- f) to provide appropriate assistance as may be identified by the Contracting Parties to facilitate the:
- g) development and implementation of plans, programmes and measures necessary to achieve the objectives of this Protocol, including the development of procedures and mechanisms for compliance and enforcement;
- h) development of incentive programmes to encourage the Contracting Parties to implement this Protocol;
- i) development of information systems and networks for exchange of information for purposes of facilitating the implementation of this Protocol; and

- j) development and implementation of environmental education, training and public awareness and participation programmes and activities, including cooperative educational and training materials designed for various groups.
- k) to prepare common formats as directed by the Contracting Parties to be used as a basis for reports and other communication to the Organization;
- l) to establish, maintain and update databases on national, subregional and regional measures adopted for the implementation of this Protocol, including any other pertinent information;
- m) to compile and make available to the Contracting Parties and other relevant parties, including upon request by the Contracting Parties, reports and studies that may be required for the implementation of this Protocol;
- n) to prepare, for meetings of Contracting Parties, regular reports that shall include a draft budget for the forthcoming annual, biannual or other period together with an audited revenue and expenditure statement for the preceding annual, biannual or other period as may be agreed by the Contracting Parties;
- o) to enter into any administrative and financial arrangements as may be required for the effective discharge of Secretariat functions;
- p) to assist Contracting Parties, in cooperation with competent regional and international intergovernmental and non governmental organizations, to establish and manage programmes and activities on the prevention, control, reduction, mitigation or elimination to the maximum extent possible, of pollution or degradation from land based sources and activities in the Protocol area;
- q) to undertake programmes of technical, scientific and management research, and prepare management plans;
- r) to convene, coordinate and organize meetings of national focal points and provide the said focal points with secretariat services;
- s) to cooperate with regional, international, intergovernmental and non governmental organizations concerned with the prevention, control, reduction, mitigation or elimination of pollution or degradation of the marine and coastal environment of the Protocol area from land based sources and activities, provided that the specificity of each organization and the need to avoid the duplication of activities and roles are respected; And
- t) to perform all other functions as specified under article 17, paragraph 1, and article 18 of the Convention; and to carry out any other functions assigned to the secretariat by the Contracting Parties.

4. Protected Areas and Species Protocol

Obligations in support of the Protocol are directed at the contracting parties with limited direct consideration of the role of the Organization

Article 14 indicates that the Organization shall compile and maintain a current directory of protected areas in the Eastern African region, and that Contracting Parties shall provide the Organization with all information necessary for that purpose.

Article 18 describes the information about protected areas and wild fauna and flora that contracting parties should send to the Organization.

Annex 3. Tasks assigned to the Nairobi Convention Secretariat by the Conference of Parties

Table 3-1. COP Decisions setting out recurrent tasks for the NCS

COP Decision	Request to Secretariat
Decision CP8/11: National and Regional State of Coast Reports	To request the Secretariat, jointly with the Contracting Parties, to prepare a Regional State of Coast Report every five years

Table 3-2. COP 6, 7 & 8 Decisions with implications for the Secretariat Workload

Note: Some requests are truncated (e.g. many conclude, 'and report to next conference of parties')

COP 8 - 2015	Request to Secretariat
Decision CP8/3: Development of a Protocol on Integrated Coastal Zone Management	To request the Secretariat to review the current status of the draft Protocol on Integrated Coastal Zone Management in collaboration with Contracting Parties and other partners and facilitate discussions to explore other possible options
Decision CP8/4: Review of the Protocol Concerning Protected Areas and Wild Fauna and Flora Eastern African Region	To request the Contracting Parties in collaboration with the Secretariat and implementing partners to finalize the review of the Protocol
Decision CP8/5: Agenda 2063 and the Africa Integrated Maritime Strategy 2050	To request the Secretariat ... to contribute to the development of an African strategy on ocean governance in the context of the African Integrated Maritime Strategy 2050 and Agenda 2063.
Decision CP8/7: Environment Management for Oil and Gas development	To request the Secretariat to prepare regional guidelines on environmental management for oil and gas development, based on best practices
Decision CP8/8: Climate Change Adaptation and Mitigation	To request the Secretariat to expedite the finalisation of the climate change strategy for the Nairobi Convention Area
Decision CP8/9: Threatened and Endangered Marine Species	To urge the Secretariat, in partnership with the Wildlife Conservation Society, to finalize the Regional Status Report on Sharks and Rays in the Western Indian Ocean
Decision CP8/12: Establishment of a Platform for Science to Policy Dialogue	To request the Secretariat, in collaboration with partners, to develop terms of reference, mode of operation and composition of the platform and transmit them to the Contracting Parties for subsequent approval by the Bureau
Decision CP8/15: Financial matters	To request the Secretariat to prepare, in consultation with the Contracting Parties, for approval by the Bureau, a framework of options for settlement of arrears

COP 7 - 2012	
Decision CP7/1	To request the Secretariat, in collaboration with Contracting Parties and partners, to finalize... a new strategy and action plan for the implementation of Nairobi Convention
Decision CP7/ Work Programme for 2013-2017	To request the Secretariat to develop and support implementation of priority projects, including but not limited to financing and management of, marine protected areas, capacity strengthening for implementing of the Protocol on Land Based Sources and Activities, marine governance in the Mozambique Channel, climate change adaptation using integrated coastal management as an adaptation strategy, capacity building in public private partnership for blue carbon and oil and gas, WIO mangrove ecosystems, shark conservation and in this regard, invite partners including the Global Environment Facility to support their implementation.
Decision CP7/2: Implementation of the Amended Nairobi Convention and the Protocol on Land Based Sources and Activities	To urge Contracting Parties in collaboration with the Secretariat to develop a project on capacity strengthening and technical assistance for the Protocol on Land Based Sources and Activities as well as national implementation plans in the Western Indian Ocean region.
Decision CP7/3: Development of a Protocol on Integrated Coastal Zone Management	To request the Secretariat to facilitate meetings on negotiations on the protocol on integrated coastal zone management and its Conference of Plenipotentiaries.
Decision CP7/4: Review of the Protocol on Protected Areas and Wild Fauna and Flora	To request the Secretariat in collaboration with Contracting Parties and partners to initiate the process of reviewing and updating, the Protocol Concerning Protected Areas and Wild Fauna and Flora in the Eastern African Region and its annexes
Decision CP7/4: Review of the Protocol on Protected Areas and Wild Fauna and Flora	To request the Secretariat in collaboration with Contracting Parties and partners to facilitate the review of annex II of the Protocol
Decision CP7/7: Ecologically or Biologically Significant Marine Areas	To request the Secretariat, in partnership with the Secretariats' of the Convention on Biological Diversity, Convention on Migratory Species, Convention on International Trade in Endangered Species, International Maritime Organization, Food and Agriculture Organization, Inter-Governmental Oceanographic Commission of UNESCO and other partners, to support Contracting Parties to participate in the process of recognising and describing ecologically or biologically significant marine areas, and where feasible, establish marine protected areas
Decision CP7/8: Environment Management for Oil and Gas Exploration	To request the Secretariat in collaboration with Contracting Parties and other partners, to facilitate the development of regional guidelines addressing transboundary environmental impacts of oil and gas exploration and production
Decision CP7/9: Climate Change Adaptation and Mitigation	To request the Secretariat, in collaboration with Contracting Parties, and other partners, to facilitate the

	finalization of the regional strategy on climate change impacts, adaptation and mitigation in the marine and coastal environment
Decision CP7/9: Climate Change Adaptation and Mitigation	To request the Secretariat to develop in consultation with other partners, programmes and projects on climate change adaptation and mitigation so as to enhance ecosystem resilience, reduce vulnerability to communities and ecosystems, and enhance the adaptive capacity of affected communities and ecosystems
Decision CP7/11: Marine World Heritage Sites	To encourage Contracting Parties with the support of the Secretariat the World Heritage Centre and other partners, to propose, where feasible, new marine world heritage sites and build capacity in the Western Indian Ocean region.
Decision CP7/12: Conservation of Sharks	Request the Secretariat in collaboration with the Contracting Parties to prepare a regional status report on the state of sharks especially on matters of institutional, legal and capacity
Decision CP7/14: Green Economy	To request the Secretariat, in collaboration with Contracting Parties and support of partners, to conduct a study on green economy tools and methodologies applicable for the Western Indian Ocean region, subject to availability of resources
Decision CP7/14: Green Economy	To request the Secretariat, in collaboration with Contracting Parties and support of partners, to conduct a study on green economy tools and methodologies applicable for the Western Indian Ocean region, subject to availability of resources.
Decision CP7/15: Contribution to the United Nations Regular Process	To request the Secretariat to facilitate the holding of regional meetings of experts for the purpose of exchanging and consolidating information in accordance with Article 18 (2) of the Protocol Concerning Protected Areas and Wild Fauna and Flora in the Eastern African Region with the aim of preparing the state of the coast reports that will contribute to the United Nations Regular Process
Decision CP7/16: Western Indian Ocean Coastal Challenge	To request the Secretariat and invite the Indian Ocean Commission and other partners to continue supporting the Western Indian Ocean Coastal Challenge through their respective work programmes.
Decision CP7/17: Science to Policy Engagements	To request the Secretariat to hold and encourage partners to support regular science to policy dialogues to provide continuous interaction between the scientists, civil society, private sector, policy and decision makers.
Decision CP7/18: Support to the Federal Republic of Somalia on Management of Coastal and Marine Environment	To request the Secretariat and partners to facilitate development and implementation of programmes and projects in support of Somalia's effort to improve management of marine and coastal environment.

Decision CP7/19: Strengthening the Operational Functioning of the Secretariat	request the Secretariat to provide information to Contracting Parties on specific staffing needs for the work programme.
Decision CP7/19: Strengthening the Operational Functioning of the Secretariat	To request the Secretariat to circulate in all official languages, at least six weeks prior to the session of the Conference of Parties, appropriate documentation for that session
Decision CP7/20: Financial matters	To mandate the Secretariat to invoice Contracting Parties annually for the current year's contributions.
Decision CP7/20: Financial matters	To mandate the Secretariat to negotiate with the Contracting Parties on agreeable terms and schedule the payment of arrears
Decision CP7/20: Financial matters / Reserve Fund	request the Secretariat to work with other governments and partners in the mobilisation of funds and report at the next Conference of the Parties.
Decision CP7/20: Financial matters / Reserve Fund	To request the Secretariat to present at each Conference of the Parties a detailed report on the utilisation of the funds, work outputs and outcomes for the reporting period distinguishing activities undertaken in projects, the Trust Fund and other funds
COP 6 - 2010	
Decision CP 6/1: Implementing the Work Programme and Budget 2008 2011	To request the Secretariat to initiate and facilitate the development and implementation of follow-up projects identified in the SAP, and seek new funding opportunities for the projects
Decision CP 6/1: Implementing the Work Programme and Budget 2008 2011	To request the Secretariat to provide by the end of 2010 Contracting Parties with a template for compiling country reports
Decision CP 6/1: Implementing the Work Programme and Budget 2008 2011	To request the Secretariat to prepare a detailed report on the use of the budget, work outputs and outcomes during the 2008-2011 period
Decision CP6/2: Review of Action Plan for the Protection, Management and Development of the Marine and Coastal Environment of the Eastern African Region	To request the Secretariat to undertake a comprehensive review of the Action Plan for the Protection, Management and Development of the Marine and Coastal Environment of the Eastern African Region of 1985
Decision CP6/2: Review of Action Plan for the Protection, Management and Development of the Marine and Coastal Environment of the Eastern African Region	To further request the Secretariat to, following the review of the Action Plan, prepare an Action Strategy for the Western Indian Ocean Region
Decision CP6/2: Review of Action Plan for the Protection, Management and Development of the Marine and Coastal Environment of the Eastern African Region	To further request the Secretariat to coordinate with all other on-going processes, programmes and projects and to reflect their contributions
Decision CP 6/3: Strengthening Integrated Coastal Zone Management in the Western Indian Ocean Region	To request the Secretariat to promote and strengthen the application of ICZM tools, and in this regard work in

	collaboration with Indian Ocean Commission (IOC) and other partners;
Decision CP 6/3: Strengthening Integrated Coastal Zone Management in the Western Indian Ocean Region	To request the Nairobi Convention Secretariat to support the development of such an ICZM Protocol, through a consultative process and in partnership with relevant regional and international organizations and programmes/projects,
Decision CP 6/4: Strengthening the Nairobi Convention Secretariat	To mandate the Nairobi Convention Secretariat and Bureau to review the regional coordination mechanism of the Nairobi Convention, implement short-term actions and propose to the next COP medium- and long-term solutions to improve and strengthen the Secretariat.
Decision CP6/5: Contributions to the Trust Fund	To mandate the Secretariat to invoice Contracting Parties annually for the current year's contributions
Decision CP6/5: Contributions to the Trust Fund	To mandate the Secretariat to negotiate and deal appropriately with Contracting Parties who have arrears
Decision: CP 6/6: Partnership Arrangements	To mandate the Secretariat to seek new partnerships and enter into agreements as appropriate,
Decision: CP 6/7: Monitoring and Reporting	To request the Secretariat to review the existing monitoring and reporting system applying to Contracting Parties and the Secretariat with a view to improving monitoring and reporting undertaken by Contracting Parties and the Secretariat at COP meetings and upon completion of projects, programmes, Action Plans, Strategic Action Plans; or similar;
Decision: CP 6/7: Monitoring and Reporting	To further request the Secretariat to table the monitoring and reporting system review report, including recommendations, for considering by the Contracting Parties at the next COP

Annex 4: Comparison of Options for expanded Delivery and Coordination (Source: Based on UNEP/(DEPI)/EAF/COP8/2015/5a)

Option	Summary of roles / function	Suitable for	Resource implications	Examples
<p>Regional Activity Centres - Dedicated centres with delegated authority linked to support to Protocols other thematic priorities</p>	<p>Independent or hosted by national institutions providing Technical assistance on Convention and Protocols</p> <p>Fundraising mandate linked to NC Action Plan and PoWs</p> <p>Project coordination and delivery in partnership with CPs and NC partners including studies and assessments, development of technical guidance, capacity development, piloting and demonstration activities, support to information management, communications and visibility.</p> <p>Liaison with thematic focal points</p> <p>Coordination of networks and task forces/ working groups</p>	<p>Long term institutional support and programmatic delivery in selected priority areas (e.g. Protocols)</p>	<p>Salaries and basic operations costs (core or host)</p> <p>Hosting costs including office space (host country)</p> <p>Activities costs (core and project)</p> <p>Coordination and governance costs (core)</p>	<p>None currently established</p> <p>Example: Mediterranean / Barcelona Convention RACs – linked to Protocols, cross cutting support (communications and information; prospective studies) and priority themes; legal status varies.</p>
<p>Collaborating Technical or Specialist Centre - Existing centres mandated to deliver tasks that fall within existing capabilities and staffing</p>	<p>Similar functions to RACs based on activity budgets</p> <p>Potential for resource mobilisation for agreed priority activities</p>	<p>Mid to long term programmatic support and delivery in selected priority areas particularly highly specialised areas (e.g. ports management)</p>	<p>Activities costs (core and project)</p> <p>Possible cost recovery on staff time</p> <p>Supervision (core)</p>	<p>WIOMSA</p> <p>Examples: Caribbean RACs based on national institutions</p>
<p>Thematic Focal Points - Government representatives per Contracting Party linked to themes or protocols</p>	<p>Liaison with governments on priority issues linked to Protocols or other thematic priorities</p> <p>May serve as project focal points</p>	<p>Official liaison with specialist agencies / services in government including in other line ministries to National Focal Point</p>	<p>Costs to contracting parties</p> <p>Assumes roles is justified by associated activities</p>	<p>Thematic focal points are envisaged under Article 19 of the LBSA Protocol and Article 22 of the Draft ICZM Protocol</p>

				and budgets (core and project) Coordination / communications (NCS or as delegated) Meetings	
Subsidiary or Advisory Bodies A recognised and COP mandated body with representative membership	Ongoing formal advisory role in areas with a need for continuous or regular advice or assessments May undertake specific COP mandated tasks and may appoint task forces to deliver these Chair or delegated members may play a representational role if so mandated May develop links to relevant international bodies	Ongoing formal advisory role in areas with a need for continuous or regular advice or assessments (e.g. science policy interface) Nominated membership with links to governments	Largely voluntary in nature / possible honorarium (notably for chair) Facilitation / Communications (A recognised individual or organisation body with agreed mandate) Meetings and other activities (core or projects)		Forum for Academic and Research Institutions (FARI) Examples from elsewhere: Mediterranean Commission on Sustainable Development (MCSD)(Barcelona Convention); Compliance Committee (Barcelona Convention); Subsidiary Body on Scientific, Technical and Technological Advice (SBSTTA) (Convention on Biological Diversity)
Task Forces / working groups - assigned to deliver a particular task or set of tasks within a given period	Delivery of short to mid-term tasks based on Decisions of the CPs or related to approved projects; may represent an active phase / subgroup of expert networks	Delivery of a task or set of tasks within a given period	Honoraria/ possible fees linked to deliverables Coordination / communications (NCS or as delegated) Meetings and other activities (core or projects)		Ad Hoc Technical and Legal Working Group (Decision CP. 1/4) Four LBSA Task Forces were involved in development of development of the WIO-SAP (Project funded)
Expert networks - Long term network of individual experts acting in individual capacity	Self-maintaining networks of experts Professional development, sharing of experience, networking, development of network initiatives	Building capacities and sharing experience in key technical / scientific areas of common concern to all or several WIO Countries	Largely voluntary in nature Facilitation / Communications (Any recognised individual or		Group of Experts on Marine Protected Areas (GEMPA) Coral Reef Task Force (CRTF)

	May move into a working group or task force mode for delivery of project activities in collaboration with partners (e.g. assessments and studies)		organisation body with agreed mandate) Meetings and other activities (projects)	Invasive Species Task Force Regional ICZM Network envisaged under Article 23 of the Draft ICZM Protocol The draft <i>Climate Strategy</i> envisages four Task Forces: Atmospheric and Oceanographic Task Force (NC-AOTF), Coral-Reef Task Force (CRTF), Mangrove Task Force (MTF), and Seagrass Task Force (STF)
Organisational partners - organisations with relevant skill sets and programmes	Contribution to delivery of Action Plan / PoW within their areas of specialisation. Potential role in coordination of networks Resource mobilisation for agreed priority activities	Delivery of and support to activities relevant to their organisational or geographical mandate and expertise Sharing of expertise through networks/ task forces / subcommittees as participant or resource persons	Transaction costs to NCS and partners Activities through mutual fundraising Leverage effects	WIO-C Partners: CORDIO, EAWS, IUCN, WCS, WIO/MSA, WWF Examples from elsewhere: Mediterranean: 'MedPartnership' project
Supporting or consultative organisations	Collaborating partners interested in but unable to make a formal commitment to delivery of the Action Plan / PoW or involved in complementary areas not directly covered by the Convention		Transaction costs to NCS and partners Potential for activities through mutual fundraising / subcontracting	Other UN Agencies (FAO, UNIDO, UNDP, UNESCO, IMO, WMO, WHO) involved in projects and collaborative activities Indian Ocean Commission (COI) Southwest Indian Ocean Fisheries Commission (SWIOFC)

Dotted lines indicate a fluid boundary with potential for transition between two approaches

Analysis of options for strengthening operational functioning of the Nairobi Convention Secretariat

Annex 5: Key Characteristics of Institutional Strengthening Options

(Source: Based on UNEP/(DEPI)/EAF/COP8/2015/5a)

The following tables look at provide an overview of the strengths and weaknesses of different options and implications in terms of costs, facilitation needs and governance oversight.

1. Regional activity Centres (RACs)

RACs	
Programmatic reach	<ul style="list-style-type: none"> – According to centre specialisations - linked to protocols or overarching approaches
Expertise available to the NCS	<ul style="list-style-type: none"> – Dedicated staff – Support from host organisation experts
Country ownership	<ul style="list-style-type: none"> – Strong for host countries. – Representativeness may be affected by stringent hosting criteria. – Minor risks of internal and funding politics.
Regional representativeness	<ul style="list-style-type: none"> – Determined by number and location of centres
Institutional flexibility	<ul style="list-style-type: none"> – Greater than centralised options: new centres can be opened according to need and could gain increasing autonomy from host organisations. – Commitment to individual centres is relatively high in view of establishment costs and 'lock in' to i) staff and operational costs and ii) themes.
Costs	<ul style="list-style-type: none"> – Establishment costs will depend on degree of independence from host – Relatively high and fixed staff costs present a risk in the face of fixed contributions if drawn from core budget
Resource mobilisation	<ul style="list-style-type: none"> – Qualifying factors include track record, appropriate governance arrangements, financial management systems, and reputation that could be borrowed from a host organisation. – There is some risk of programmatic drift in response to available funding, motivated by the need to cover staff and operational costs
Leverage effects	<ul style="list-style-type: none"> – Expanded potential to develop joint programme and influence partner activities – May facilitate other networks including thematic focal points, task forces and expert networks
Continuity /institutional memory	<ul style="list-style-type: none"> – Firm institutional basis
Control over activities	<ul style="list-style-type: none"> – Reduced control over activities (particularly if these are fully funded by the host country/organisation), communications and fundraising – Potential for programmatic drift related to host organisations own programmatic priorities and governance / line management.
Operations/support staff	<ul style="list-style-type: none"> – Functions are replicated at the level of each centre but this may be offset by services provided by host organisation
Secondments /JPOs / UNVs	<ul style="list-style-type: none"> – Firm institutional basis reinforced by regional mandate
Experience and Reputation	<ul style="list-style-type: none"> – The centres, staff and collaborators will expand experience and strengthen reputation
Facilitation needs	<ul style="list-style-type: none"> – Governance & oversight structures, coordination and reporting mechanisms, project approval mechanism guidance on operations and visibility,

2. Collaborating Technical or Specialist Centres / Affiliated Centres

Specialist Centres	
Programmatic reach	– According to centre specialisations / delegated role
Expertise available to the NCS	– Support from centre experts
Country ownership	– Moderate for host countries – Representativeness may be affected by selection criteria / available specialisations and infrastructure
Regional representativeness	– Determined by number and location of centres
Institutional flexibility	– Relatively high as roles could be delegated for a fixed period linked to project delivery
Costs	– No establishment costs – No fixed costs, activity costs may be project-based
Resource mobilisation	– Qualifying factors include track record, appropriate governance arrangements, financial management systems, and reputation
Leverage effects	– May facilitate other networks including task forces and expert networks
Continuity /institutional memory	– Firm institutional basis
Control over activities	– Delegated authority may be quick strongly controlled
Operations/support staff	– Provided by host organisation
Secondments /JPOs / UNVs	– Firm institutional basis reinforced by regional mandate but depending in term of mandate
Experience and Reputation	– The centres, staff and collaborators will expand experience and strengthen reputation
Facilitation needs	– Governance & oversight structures, coordination and reporting mechanisms, project approval mechanism guidance on operations and visibility,

3. Thematic Focal Points

Thematic Focal Points	
Programmatic reach	– Builds links to relevant government agencies including outside the Ministry hosting the NFP
Expertise available to the NCS	– National know how made available at a regional level
Country ownership	– High
Regional representativeness	– High
Institutional flexibility	– Relatively high
Costs	– No establishment costs – Staff cost borne by host countries – Facilitation and activities costs, including meetings, may be covered by projects
Resource mobilisation	– Not applicable / may act a focal points for projects
Leverage effects	– Outreach at national level
Continuity /institutional memory	– Firm institutional basis at national level
Control over activities	– Not directly applicable but terms of reference and guidance on roles and responsibilities to be developed
Operations/support staff	– Provided by host organisation
Secondments /JPOs / UNVs	– Not directly applicable but established networks may generate a demand and rationale for exchanges / secondments / technical assistance
Experience and Reputation	– Individual members will expand experience and strengthen reputation
Facilitation needs	– Coordination mechanisms, guidance on operations and visibility. – Facilitation may be undertaken through a RAC or project.

4. Subsidiary Bodies

Subsidiary Bodies	
Programmatic reach	– As required by Contracting Parties
Expertise available to the NCS	– National know how made available at a regional level - expert and official membership
Country ownership	– High
Regional representativeness	– High / may be part of selection criteria
Institutional flexibility	– Relatively high
Costs	– No establishment costs – Honorarium for chair, voluntary membership – Facilitation and activities costs, including meetings
Resource mobilisation	– Not directly applicable
Leverage effects	– Outreach at regional and potentially international level
Continuity /institutional memory	– Records, possible institutional host
Control over activities	– Based on mandate and accountability to COP; terms of reference and guidance on roles and responsibilities to be developed
Operations/support staff	– Provided by NCS or delegated to host organisation
Secondments /JPOs / UNVs	– Potential for UNV or seconded expert in NCS or host organisation
Experience and Reputation	– Individual members will expand experience and strengthen reputation
Facilitation needs	– Direct support to Chair – Facilitation – Coordination mechanisms, guidance on operations and visibility.

5. Task Forces / Working Groups

Task Forces / working groups	
Programmatic reach	– As required by Contracting Parties including in the context of approved projects
Expertise available to the NCS	– National know-how made available at a regional level on priority issues
Country ownership	– Based on nominated / approved membership
Regional representativeness	– High
Institutional flexibility	– High
Costs	<ul style="list-style-type: none"> – No establishment costs – Staff cost borne by host organisations / possible honoraria related to deliverables (e.g. through projects) – Facilitation and activities costs, including meetings, may be covered by projects
Resource mobilisation	– Not applicable / Indirect project support
Leverage effects	– Link to additional experts at national level
Continuity /institutional memory	– Based on records, deliverables, individuals
Control over activities	– High based on mandated task
Operations/support staff	– Limited costs provided by host organisation
Secondments /JPOs / UNVs	– Not applicable though seconded staff in the NCS, RCU or other centres may facilitate functioning
Experience and Reputation	– Individual members will expand experience and strengthen reputation
Facilitation needs	<ul style="list-style-type: none"> – Coordination / facilitation – Facilitation may be undertaken through a RAC or project.

6. Expert Networks

Expert Networks	
Programmatic reach	– Largely self driven but recognition will depend on relevance and (later) effectiveness
Expertise available to the NCS	– National know-how made available at a regional level
Country ownership	– Based on representative membership
Regional representativeness	– Depends on membership
Institutional flexibility	– High with need to manage corresponding risk of proliferation of networks and excessive specialisation – May provide a pool of experts for Task Forces
Costs	– No establishment costs – Voluntary role subject to host organisations recognition – Facilitation and activities costs, including meetings, may be covered by projects or partners
Resource mobilisation	– Not directly applicable
Leverage effects	– Link to host institutions
Continuity /institutional memory	– Based on records, individuals
Control over activities	– Low but requiring some oversight for official recognition
Operations/support staff	– Low
Secondments /JPOs / UNVs	– Not applicable
Experience and Reputation	– Individual members will expand experience and strengthen reputation
Facilitation needs	– Review of annual report – Guidance and oversight on functioning including communications and visibility (branding) – Coordination / facilitation may be undertaken through a RAC, partner or project.

7. Organisational Partners

Organisational Partners	
Programmatic reach	– Based on partners specialisation
Expertise available to the NCS	– Based on partners specialisation
Country ownership	– Limited depending on organisation status
Regional representativeness	– Variable depending on organisation status
Institutional flexibility	– High based on time bound agreement or MOUs
Costs	<ul style="list-style-type: none"> – No establishment costs – Regular costs covered by partner – Contributions to NC Action Plan / PoW may be covered by projects or convergence with partners programmes
Resource mobilisation	– Potential for joint fundraising; cofinance form partner
Leverage effects	<ul style="list-style-type: none"> – Link to partners' networks and constituencies – May coordinate expert groups / task forces in context of joint activities
Continuity /institutional memory	– Based on records of collaboration
Control over activities	<ul style="list-style-type: none"> – Low – Subject to agreements on visibility and joint activities
Operations/support staff	– Covered by partner
Secondments /JPOs / UNVs	– Not directly applicable
Experience and Reputation	– Partner organisations will strengthen relevance
Facilitation needs	<ul style="list-style-type: none"> – Transaction costs associated with agreements & collaboration – Guidance and oversight on functioning including communications and visibility (branding)

8. Supporting Partners

Supporting Partners	
Programmatic reach	– Based on partners complementarity
Expertise available to the NCS	– Based on partners specialisation
Country ownership	– Limited depending on organisation status
Regional representativeness	– Variable depending on organisation status
Institutional flexibility	– High based on voluntary engagement – Possible to develop into more formal partnership based on common activities
Costs	– No establishment costs – Regular costs covered by partner
Resource mobilisation	– Potential for joint fundraising; cofinance form partner
Leverage effects	– Limited
Continuity /institutional memory	– Based on records of collaboration
Control over activities	– Low / Not applicable – May clarify complementarities and niche
Operations/support staff	– Covered by partner
Secondments /JPOs / UNVs	– Not directly applicable
Experience and Reputation	– Limited
Facilitation needs	– Transaction costs