



Agreement on the Conservation of Cetaceans of the Black Sea, Mediterranean Sea and contiguous Atlantic area, concluded under the auspices of the Convention on the Conservation of Migratory Species of Wild Animals (CMS)



Accord sur la Conservation des Cétacés de la Mer Noire, de la Méditerranée et de la zone Atlantique adjacente, conclu sous l'égide de la Convention sur la Conservation des Espèces Migratrices appartenant à la Faune Sauvage (CMS)

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FUNCTIONAL ASSESSMENT OF THE ACCOBAMS PERMANENT SECRETARIAT

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FUNCTIONAL ASSESSMENT OF THE ACCOBAMS PERMANENT SECRETARIAT

Note of the Secretariat

In 2014, during MOP5, Parties adopted Resolution 5.6 requesting the Executive Secretary to prepare Staff Regulations for presentation to Parties at MOP6 in 2016.

In 2016, at MOP6, during the discussions on the draft Resolution related to the Staff Regulations, Parties decided that there was a need to assess the staffing needs of the Secretariat before addressing the staff regulations issue. ACCOBAMS Parties adopted Resolution 6.3, with the following provisions:

- *Mandates the Executive Secretary to entrust a specialized consultant to carry out by end of 2017 a functional assessment of the personnel needs of the Secretariat and associated costs;*
- *Asks the Executive Secretary, on the basis of the functional assessment, and in consultation with the Host Country and the Bureau, to develop a proposal on the structure of the Permanent Secretariat of ACCOBAMS and a mechanism to implement the proposal to be submitted to the Seventh Meeting of the Parties;*
- *Entrusts the Bureau, in consultation with the Host Country, to address the question of the recruitment procedures for the Executive Secretary as a matter of priority.*

This functional evaluation of the ACCOBAMS Permanent Secretariat was prepared in collaboration with CMS, as proposed by its Executive Secretary at MOP6. This led also to the identification of a Consultant. The Consultant was recruited by the Permanent Secretariat in April 2017. The mission of the expert included an on-site visit in Monaco, at the Permanent Secretariat premises, from 15th to 19th May 2017.

In order to support this unplanned activity of the work programme, the ACCOBAMS Permanent Secretariat used, with the agreement of the Bureau, funds left over from the MOP6 budget.

This document presents the report of the Consultant on the functional assessment of the Permanent Secretariat, including the results and recommendations, transmitted on 20th June 2017 to the Secretariat and, then distributed to the National Focal Points on 11th July 2017, after translation in French.

ACCOBAMS

Functional Assessment of the Permanent Secretariat

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Organization & Management Consulting

Final Report

20 June 2017

List of Acronyms

ACAP	Agreement for the Conservation of Albatross and Petrels of the southern hemisphere
ACCOBAMS	Agreement on the Conservation of Cetaceans of the Black Sea, Mediterranean Sea and contiguous Atlantic area
AEWA	Agreement on the Conservation of African-Eurasian Migratory Waterbirds
ASCOBANS	Agreement on the Conservation of Small Cetaceans in the Baltic, North East Atlantic, Irish and North Seas
ASI	ACCOBAMS Survey Initiative
BU	Bureau
CBD	Convention on Biological Diversity
CMS	Convention on the Conservation of Migratory Species of Wild Animals
ES	Executive Secretary (of the ACCOBAMS Secretariat)
EUROBATS	Agreement on the Conservation of Populations of European Bats
FTE	Full-Time Equivalent
GFCM	General Fisheries Commission for the Mediterranean
GJP	Generic Job Profile (developed by the UN)
GS	General Service level in the UN system
ICSC	International Civil Service Commission
MEA	Multilateral Environmental Agreements
MOP	Meeting of Parties
MOU	Memorandum of Understanding
UN	United Nations
UNEP	United Nations Environmental Programme (UN Environment)

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EXECUTIVE SUMMARY

MOP6 Resolution 6.3 called for an assessment of the functions, staffing and staffing costs of the Permanent Secretariat. With autonomy gained through the 2010 Headquarters Agreement, the Parties decided the Secretariat needed its own staff rules and regulations, but that there should first be an analysis of the functions and staffing needs of the Secretariat based on current programme priorities. The Resolution also entrusted the Bureau to address recruitment procedures for the Executive Secretary, in consultation with the Host Country. The Functional Assessment, conducted by an external consultant, started in May and was conducted mainly through 1) review of written reports and background information on the Agreement and the work of the Secretariat, and (2) staff interviews and meetings during a five-day mission in Monaco.

ACCOBAMS is part of the UNEP/CMS Family for programme matters, but operates under the employment laws of the Principality. CMS and the other MEA Secretariats located in Bonn were not used to compare staffing because 1) ACCOBAMS operates independently on administrative matters without the complexity of UN policies and procedures and, 2) ACCOBAMS manages its own activities in accounting, budgeting, communications, public awareness and outreach, fundraising, training, and capacity building. Only ACAP in Australia operates like ACCOBAMS with a host country agreement and not part of the UN system.

The core functions of the Secretariat were set out briefly in the original Agreement. Twenty years later, the functions have gained definition and context and fundraising has been added as a priority activity. The ACCOBAMS Strategy for 2014-2025 requires more attention to aiding the Parties through training and workshops, improved communications and public awareness, strengthened involvement of stakeholders, and finding new ways to ensure adequate funding for ACCOBAMS activities. Today the basic functions of the ACCOBAMS Secretariat are the same as larger Secretariats such as CMS, just on a smaller scale.

Aside from the Executive Secretary and an Assistant, funded long-term by Monaco, staffing for the Secretariat has been mostly *ad hoc*. The Secretariat relied on secondments and temporary funding by Parties until 2008, when an Administrative Assistant / Scientific Assistant was added to the budget. A Project/Fundraising Officer was added in 2013 to support conservation actions, and a Project Officer was added in 2017, funded for three years by the MAVA Foundation to manage the ASI Project. The Trust Fund also supports a part-time Accountant.

The Secretariat has in some ways been the victim of its own recent success in establishing new partnerships, gaining international recognition, being invited to international meetings and fora, and increasing collaboration with CMS and other environmental groups. These activities have the potential of generating supplementary funding, but still they take time, effort and some travel by Secretariat staff, particularly the Executive Secretary, who is generally expected to represent ACCOBAMS at international events. The workload of the Programme (Scientific) Officer is also affected by increased collaborations and experts workshops, a new focus on engaging Focal Points, and the need identify co-funding opportunities in a time of budgetary pressures on the Parties. The Project (Fundraising) Officer has to find a balance between seeking new projects and managing existing ones, and at the same time devote time to the regular Programme conservation efforts.

Recommendations on staffing levels and job assignments are made with several objectives: 1) reduce time spent by the Executive Secretary on administrative and other matters not directly related to the Strategy, 2) reduce time spent by the Programme/Scientific and Project /Fundraising Officer on meeting support and other routine activities, 3) re-balance the work of the Assistant /Communications Officer to increase direct support to the Executive Secretary, and 4) avoid over-specialization in job assignments. Key recommendations on staffing include:

- ***Re-define the role of the Assistant / Communications Officer to reduce meeting service responsibilities and re-title the position to Assistant (to the Executive Secretary)***
- ***Create and fill a new position of Programme and Meetings Assistant, reporting to the Executive Secretary but working closely with the Programme and Project Officers.***
- ***Re-title the position of Project and Fundraising Officer to Programme / Project Officer.***
- ***Re-title the position of Programme Officer to Programme / Project Officer.***

This was not intended as a full review of compensation policies and practices, some of which will be addressed by new staff rules and regulations to be developed following this review. But several key aspects of staff salaries and allowances were considered in advance of that exercise: a) internal equity, b) external competitiveness, c) the sustainability of salary sources and components and, d) the salary calculations for Executive Secretary.

The salaries of the Executive Secretary and the Assistant / Communications Officer are set in part by the Host Country, who provides the funding. The salaries of the Programme/Project Officers do not have such a clear basis for their levels and in fact are quite low in relation to the Executive Secretary and also lower than the Assistant to the ES. This is not a sustainable situation.

The Assessment did not include a local salary survey to assess competitiveness in the Monaco labour market. Few organizations or businesses in Monaco would have equivalent jobs, except perhaps the Scientific Centre of Monaco. Comparisons are provided, however, with equivalent jobs in the UN system. The salary of the Executive Secretary is supplemented by the Trust Fund to achieve parity with the P-4 level in the UN, so the level is at least in the same range. This is not the case with the Programme / Project officers, whose salaries are not at all competitive with the equivalent UN job. Perhaps only the Executive Secretary is recruited on an international basis, but still the salary gaps for other professional staff at the Secretariat are considerable.

The compensation packages of the Programme / Project Officer include salary provided by the Trust Fund plus an in-kind contribution from Monaco of apartment. Notwithstanding the generosity, this arrangement makes it hard to calculate and ensure salary equivalencies. More importantly, there are only two of these apartments available, so as the Secretariat grows, this arrangement may be unsustainable.

The salary and allowances of the Executive Secretary are unnecessarily complex and raise doubts as to whether there is true equivalency to the P-4 in the UN system. The current arrangement does not provide a pension and social security contribution, as is the case for a UN P-4. Ideally, the ES salary budget would be derived from only one source, either the Host Country or the Trust Fund, but that may be unrealistic at this point and the financial and political considerations in this regard are beyond the scope of this exercise.

Key recommendations related to salaries include:

- ***Initiate a phased increase in the salaries for Programme Officer and Project Officer / Fundraiser, with the goal of achieving a position near the midpoint between the ES and the Assistant to the ES.***
- ***Phase out the in-kind housing contribution and convert the value to salary. (The two apartments could be used to accommodate growth and space for consultants or, in connection to Recommendation 7 above, use the apartments as a benefit over and above salary paid by the Trust Fund, but not part of it.)***
- ***Make a final determination as to whether the salary of the ES includes pension and social security contributions, perhaps with guidance from CMS. If not, then the Parties should consider options to increase the ES salary to ensure equivalent with the UN P-4 level.***

I. INTRODUCTION

1. This report presents the findings and recommendations from an assessment of functions, staffing and staffing costs at the Permanent Secretariat for ACCOBAMS, hosted by Monaco. As stated in Resolution 6.3, adopted by ACCOBAMS Parties at MOP6 in November 2016, the objectives of the review were to 1) assess the needs of the Secretariat in terms of staff and costs based on missions assigned by Parties and, 2) prepare a functional assessment based on job descriptions and interviews. It looks to answer three main questions:

- Are the current functions of the Secretariat properly aligned with the purpose of the Agreement and the current priorities of the Parties?
- Are the numbers of staff and their job assignments appropriate vis-à-vis the functions and their constituent activities at the Secretariat?
- Are salaries in line with the duties and responsibilities assigned?

2. The assessment was conducted by an external consultant with experience in organizational design, job analysis, and compensation for international organizations, particularly for the UN and its affiliates. The results will be presented by the Executive Secretary to the Eleventh Bureau meeting (December 2017).

Background

3. The Functional Assessment had its roots in the 2010 adoption of a Headquarters Agreement with the Principality of Monaco, which gave a legal personality to the Permanent Secretariat and recognized its autonomy from the Monegasque administration. The Parties eventually determined that the Secretariat should have its own staff rules and regulations, but before that there should be a comprehensive analysis of the functions and staffing needs of the Secretariat based on the current programme and budgetary context. Some additional historical background is provided here to put that those decisions into perspective.

4. The functions of the Secretariat, the rules under which it operates, and its staffing needs have been shaped in part by the history of the Agreement and, in particular, the early decision to locate the Secretariat in Monaco. ACCOBAMS was established in 1996 under the auspices of the Bonn Convention on the Conservation of Migratory Species of Wild Animals (CMS). CMS is one of several Multi-lateral Environment Agreements (MEAs) whose Secretariats are based in Bonn and operate within the UNEP organizational structure, subject to UN rules and regulations on staffing. Also based in Bonn are AEWA, ASCOBANS, EUROBATS and the Gorilla Agreement. CMS provides various administrative and other services to the smaller Secretariats on a fee basis.

5. ACCOBAMS was invited to collocate with CMS in Bonn, which would have involved integration into the UNEP system and placed the Secretariat outside the Range States of the Agreements. The Parties therefore decided in 2002 to accept the offer of the Principality to host the Permanent Secretariat, meaning ACCOBAMS would be subject to the employment laws and regulations of the Principality rather than those

of the UN. (ACCOBAMS remains within the CMS Family with reporting and promotional requirements and links to the CMS Scientific Committee.) Locating in Monaco and outside the UN system also meant that the ACCOBAMS Secretariat would need to be self-sufficient in all aspects of running a Secretariat: programme and project management, administration, finance, public information, and resource mobilisation.

6. The functions of the Agreement Secretariat were outlined very generally in Article IV of the Agreement, included in this report as Annex 1. They were in line with the functions of other MEA Secretariats. Some additional depth was added in Articles 18 and 19 in the RoP of the Parties, but that wording focused mainly the servicing of meetings. No document set out to define specifically any additional functions or requirements that would accrue to a Permanent Secretariat. The ACCOBAMS Strategy for 2014-2025, among other functional references, stresses a) the role of the Secretariat in developing synergies with CMS and other relevant organizations and, b) preparation of a fundraising strategy and the need to look for sources of external funding. The latter role is not mentioned specifically in the original Agreement.

7. In regards to staffing, the Principality agreed to provide long-term, stable funding for the Executive Secretary and an Assistant but, beyond that, staffing for the Secretariat has been mostly *ad hoc*. An Administrative/Scientific Assistant was added to the budget in 2008, and MOP5 approved hiring a Project/Fundraising Officer. A Project Officer was hired this year for a 3-year term to manage the ACCOBAMS Survey Initiative (ASI) funded by the MAVA Foundation. From time to time individual Parties have funded or seconded staff on a limited-term basis. Prior to this exercise, there has not been a detailed analysis of what services are or will be needed from the Secretariat and how those needs might translate into functions, job descriptions and staffing. Even the role of the Executive Secretary is not described in any detail in the Agreement documents.

8. In 2014, MOP5 adopted Resolution 5.6, which requested the Executive Secretary to prepare staff regulations for presentation to the Parties at MOP6 in 2016. In 2016 at MOP6, the Parties decided that, actually, the staffing needs of the Secretariat should be assessed before addressing the regulations and therefore adopted Resolution 6.3, which did the following:

- *Gave mandate to the Executive Secretary to entrust a specialized consultant to carry out by end of 2017 a functional assessment of the personnel needs of the Secretariat and associated costs;*
- *Asked the Executive Secretary, on the basis of the functional assessment, and in consultation with the Host Country and the Bureau, to develop a proposal on the structure of the Permanent Secretariat of ACCOBAMS and a mechanism to implement the proposal to be submitted to the Seventh Meeting of the Parties; and*
- *Entrusted the Bureau, in consultation with the Host Country, to address the question of the recruitment procedures for the Executive Secretary.*

9. The consultant was engaged in April of 2017 and began work in mid-May, with an onsite visit from 15-19 May. This report on findings and recommendations was submitted in mid-June.

Methodology and Approach

10. The Assessment was conducted by the consultant primarily through 1) work performed at home reviewing existing written reports along with background information on the Agreement and the work of the Permanent Secretariat, and (2) staff interviews and meetings during a five-day mission in Monaco.

11. Documents reviewed included historical information, the Work Programme, Annual Reports, evaluations, promotional materials, and various data requested specifically for this assessment. The ACCOBAMS website was also a valuable source of information. Individual job descriptions prepared by the Executive Secretary provided good information about the overall functions of the Secretariat along with details on the duties and responsibilities of each current staff member. A full list of the documents reviewed is found at Annex 2.

12. In Monaco, the consultant received an initial briefing from the Executive Secretary and then briefed all staff on the purpose of the review and the methodology. To better understand the context of each position and to clarify points in the job descriptions, the consultant met individually with each staff member during the onsite visit and then followed up as needed in-person or by phone. Follow-up meetings with the Executive Secretary were held at least daily.

13. The consultant also drew from past consultancies with other secretariats including CMS and AEWA in Bonn, CBD in Montreal, and BRS in Geneva, for knowledge of the work of MEA Secretariats in general. CMS and the UN job descriptions were useful in assessing Secretariat roles, responsibilities and individual jobs, and also in determining where ACCOBAMS jobs would fall on relevant UN salary scales.

14. Although ACCOBAMS is part of the CMS family on programme matters, the MEA Secretariats operating within the UN system were not considered good comparators for assessing staffing levels. This is because 1) ACCOBAMS operates more independently on administrative matters without the complexity of UN policies and procedures on salaries and entitlements and, 2) ACCOBAMS has to manage its own activities in accounting, budgeting, communications, public awareness and outreach, fundraising, training, and capacity building. In contrast, ASCOBANS has a similar mandate to protect cetaceans — in a different geographical area — but is co-located with CMS in Bonn and draw on CMS services in human resources, financial management, fundraising, communications and communications. Comparisons of staffing levels with ASCOBANS would therefore be of little value for this review.

15. For staffing levels, ACAP in Australia is better comparator for ACCOBAMS: it has a Host Country Agreement with Australia and is subject to the employment laws of that country rather than the UN. ACAP has only 13 Parties compared to ACCOBAM'S 23, but still the two Secretariats are similar operationally.

16. Well-defined and proven workload indicators do not exist for the work of a Secretariat; there is no qualitative method for determining the right size. Indicators such as the number of Parties and partners, the

number of meetings and workshops to be serviced, and the number of projects to be managed are useful and considered in this assessment, but at this point there is no way to determine with precision the impact of these factors on staffing requirements. Nevertheless, a combination of quantitative and qualitative information should permit a reasonably accurate assessment of staffing needs.

II. FUNCTIONS of the SECRETARIAT

17. This Chapter describes the functions of the Permanent Secretariat, with focus on the “core functions,” those critical activities that have the most direct impact on the ACCOBAMS mission, vision and strategy. Routine administrative and maintenance tasks, however valuable, are not considered core functions. The discussion of staffing that follows in this report will address the extent to which sufficient staff time and attention are devoted to the core functions.

Original Functions

18. The functions of the Agreement Secretariat were broadly outlined in Article IV of the initial Agreement going back to 1996 (see Annex 1), and they remain relevant, if short on details:

- Servicing the institutional meetings of the Agreement;
- Liaison with Parties and international bodies;
- Assist Parties in implementing the Agreement;
- Execute decisions addressed to it by the Parties;
- Report on actions of the Secretariat and progress made by the Parties on implementation;
- Administer the budget; and
- Inform the general public of the Agreement and its objectives.

19. These are the very basic, essential functions of any Secretariat. To the extent functions needed to change or new ones added when the Permanent Secretariat was created in 2001, there was no specific directive. But, clearly, over 10 plus years the functions and activities of the Secretariat have grown, matured, and adjusted to the priorities and strategies of the Parties and the budgetary realities at the time.

Current Functions

20. The current functions and activities of the Permanent Secretariat and the results expected are summarised in Table 1 on the following page:

Table 1: Current Functions of the Secretariat

CORE FUNCTION	DESCRIPTION	RESULTS EXPECTED
Staff Supervision	In the current structure only the Executive Secretary has subordinate staff, currently five staff members not including consultants. This is considered a core function because of the relatively small size of the organization and because it is the job of the Executive Secretary to ensure that the activities of the Secretariat are properly aligned with the mission, priorities and strategies of the Parties.	Productive, effective and self-motivated staff performing high-quality work, committed to the goals of ACCOBAMS and responsive to the priorities and instructions given by the Executive Secretary.
External liaison and representation	Liaison with Parties, Scientific Committee, Bureau, Follow-up Committee, Secretariats of International Organizations, consultants, experts. Encourage and support countries implementing the Agreement. Regular contacts with National Focal Points, Ministers, Heads of ministerial departments, diplomatic corps of Parties and Heads of International Organizations. Represent ACCOBAMS at national and international level. Maintain relationship with Host Country within the framework of the Headquarters Agreement.	Good relationships with Chairpersons of the MOP, the Bureau and the Scientific Committee, etc. Regular communication with Focal Points to keep them engaged and informed. Well-established links with officials and members of government institutions and governmental and non-governmental organizations. Good working relationship with the Host Country.
Programme / Project Management	Oversight and planning for regular Programme and specific projects funded outside of the Trust Fund, e.g., ASI, Bycatch, the QUIETMED and the small additional conservation grants. Monitor activities of the Programme of Work and the various projects. Monitor the decisions of the Parties, the Bureau, the Scientific Committee and the Follow Up Committee. Explore possible collaborations with CMS, other MEAs, UN, EC, foundations, universities, etc. Preparation of status reports. Liaison with focal points and sub-regional Coordination Units. Preparation of budget forecasts; explore funding and co-funding modalities and seek voluntary contribution. Monitoring of Ordinary and Voluntary contributions. Drafting of MoUs with other institutions and organizations. Drafting contracts for experts. Representation at institutional meetings. Coordination with Scientific Committee.	Effective technical, administrative and financial management and coordination of the Programme of Work. Sound advice to the Executive Secretary on Programme and Project matters. Programme / Project works proceeds on schedule and according to the established terms of reference and budget; delivery of agreed outputs.
Institutional Meeting Support	Meeting services for MOP, Bureau, Scientific Committee, Follow-Up Committee and other; preparation of meetings schedules and agendas; management of meeting logistics; venue and accommodation arrangements; travel arrangements; preparation and management of meeting documents; translation of documents; liaison	Reliable technical, administrative and substantive servicing support to ACCOBAMS meetings/committees. Well-organized, accurate documents, reports, records and/or data. Efficiently managed logistics and travel arrangements. Good communications and troubleshooting with attendees and participants.

	with suppliers; event registration; cost estimates and financial management.	
Training and Workshops	Organization and implementation of workshops and training programmes; organize and oversee recurring training such as the Veterinarian Training Programme and the ACCOBAMS Cetacean Course; identification of and liaison with experts; identification of participants; coordination for preparation of training materials by experts. Report on training and workshops.	Well planned and well run training programmes, courses and workshops; good communications with participants before and after training; identification and contracting with well qualified trainers; follow-up evaluation with participants for improvement of future training.
Fundraising and exploration of co-funding opportunities	Development of partners among stakeholders; research and monitor opportunities for co-funding or project funding; preparation of project proposals; preparation of Calls for Proposals.	Adequate funding secured for Programme of Work, particularly conservation activities. All available opportunities for co-funding known and explored. Opportunities for project funding researched and catalogued.
Communications / awareness / special events	Press releases; special events; communication and promotional tools; website development and management; preparation of awareness tools for public dissemination; social networking; liaison with relevant entities such as ACCOBAMS partners and schools for raising public awareness of ACCOBAMS.	Increased public awareness of and appreciation for the work of ACCOBAMS Parties and Partners; up-to-date and effective website; good public relations within the Principality; effective and graphically appealing communications and promotional tools; good media relations; participation in and/or sponsoring special events that increase public awareness.
NON-CORE FUNCTION	DESCRIPTION	RESULTS EXPECTED
Financial management	Accounting and support for the budgets allocated to the functioning of the Secretariat and to implementation of the triennial Programme of Work. Preparation of the payroll. Annual accounting reports and periodic documentation as required. Taxes and charges declarations. Payments to external contractors. Monitoring of contributions. Monitors budget and identifies overruns.	Compliance with internal rules and policies. Proper and reliable monitoring of Agreement and Secretariat. Accurate documentation of ACCOBAMS funding, cash management, expenditures and banking processes. Accurate reporting to the Fund Management Controller.
Office and administrative support	Administrative and clerical assistance to the Executive Secretary; traditional office management functions, e.g., facilities management; liaison with suppliers and maintenance personnel; mail, letters, telephone and internet; office supplies and inventory; equipment maintenance and storage; files and records management.	Reliable administrative support to the Executive Secretary, permitting her to focus on core functions. Efficient and cost effective office and facilities management; courteous and efficient handling of general communications and inquiries to the Secretariat.

III. STAFFING of the SECRETARIAT

Staffing History

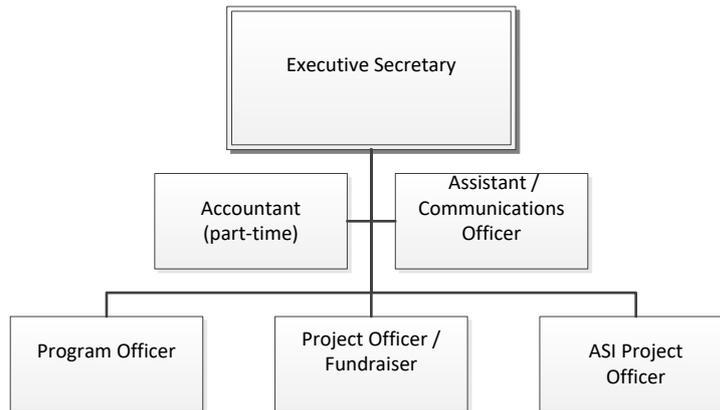
21. Table 2 below provides a brief historical timeline for actions taken on hiring or “borrowing” staff to carry out the duties of the ACCOBAMS Secretariat.

Table 2: Staffing History

Year	Authority	Staffing Action
1996-2001	Agreement	<ul style="list-style-type: none"> Interim Secretariat functions carried out jointly by CMS and the Principality; only one dedicated staff at this point, provided by Monaco.
2002	MOP1	<ul style="list-style-type: none"> Agreement entered into force; Agreement Secretariat established; part-time Executive Secretary and a Secretary funded by the Principality. Secondment provided by Turkey and Spain (one-each).
	HQA, Article 11	<ul style="list-style-type: none"> Principality agrees to provide for Executive Secretary and one full-time Assistant.
2002-2004	MOP 2	<ul style="list-style-type: none"> Two Administrative Assistants provided by Italy. Three additional secondments by funds from Italy.
2007	MOP 3	<ul style="list-style-type: none"> Executive Secretary stated a need for four staff members in the Secretariat, including an accountant.
2008-2010	Budget	<ul style="list-style-type: none"> Consolidated an Administrative Assistant / Scientific Assistant.
2010	MOP4	<ul style="list-style-type: none"> Project Assistant added to budget (77% extra-budgetary funded.)
2013	MOP5	<ul style="list-style-type: none"> Approved hiring a Project/Fundraising Officer to support the implementation of conservation actions, added to the budget under conservation actions. (Project/Fundraising Officer hired January 2014.)
2017		<ul style="list-style-type: none"> Project Officer / ASI hired on limited-term basis, paid out of the MAVA grant.

Present Staffing

22. The present staffing of the Secretariat comprises six positions: the Executive Secretary and an Assistant/Communication Officer funded by the Principality of Monaco; a Programme Assistant, Project Assistant/Fundraiser, and part-time Accountant funded by the Trust Fund; and a Project Officer for the ACCOBAMS Survey Initiative funded by the a grant from the MAVA Foundation. The organizational structure is flat, as expected for a small organization, as shown in Figure 1.

Figure 1: Present Organizational Structure of the Permanent Secretariat

23. The Executive Secretary plays the key role in the Secretariat, with overall responsibility for carrying out the mandate of the Agreement and its Parties. The position is involved to some extent in all of the core and non-core functions. Even where the Executive Secretary does not participate directly in an activity, e.g. training, she nevertheless has oversight and quality control responsibilities. Focal points, Ministers, heads of MEAs and other international organizations and the Host Government generally expect regular communication with the Executive Secretary herself and typically direct enquiries to her office. The position has full budgetary and financial responsibility and can delegate only limited financial authorities. The challenge for this position is to ensure time available for high level political involvement and strategic planning.

24. The Programme Officer focuses on implementation and planning for the Programme of Work, in line with the long-term strategies of the Parties. She monitors the implementation and decisions of the Parties, the Bureau, the Scientific Committee and the Follow-Up Committee, proposes and develops actions related to these decisions, and proposes remedial actions as needed to the Executive Secretary. The position requires continuous liaison with committee members and consultants / experts. The position was initially called Administrative/Scientific Assistant, but this is clearly professional work with a substantive scientific component. There are also financial responsibilities related to programme budgets and identification of potential co-funding modalities. Current responsibilities also involve this position is monitoring and following up on commitments and payments of Ordinary and Voluntary Contributions.

25. The Project Officer / Fundraiser position was created in 2013 in anticipation of a decrease in voluntary contributions. The duties described at the time were a) help countries in capacity building, b) conduct fundraising to develop and implement projects in the framework of the Programme of Work activities, and c) develop further synergies with other international instruments. The position was included in the budget under conservation actions. The position has to achieve a proper balance between project development and project management. At present, ACCOBAMS manages projects related to survey, bycatch, noise, and

capacity building under additional conservation small grants. Only the ASI (survey) project brings funding sufficient to hire a full-time Project Manager.

26. The ASI Project Manager is funded for three years by the MAVA Foundation. The aim of the position is to ensure the finalization of the budget by developing funding proposals and the timely implementation and coordination of ASI Project activities through systematic planning, monitoring and evaluation. The incumbent is permitted to devote some time to general programme, representational and meeting functions of ACCOBAMS, but for the most part the position is focused on the one project. She works under the general authority of the Executive Secretary and receives guidance from the Project and Fundraising Officer.

27. The Accountant position is on a part-time at six days per month, providing accounting and support for the budget allocated to the triennial Programme of Work and for the budget provided by the Principality under the HQ Agreement. The incumbent processes the payroll, provides required accounting reports; monitors expenditures and commitments against the budget; reviews cash expenditures; and generally ensures that ACCOBAMS conducts its financial obligation within all applicable laws and accounting requirements. The incumbent also provides guidance on the budgets and other financial aspects of project management. Extra days are periodically added under the ASI project funds to ensure the necessary accounting.

28. The Assistant and Communications Officer (funded by the Principality) was created initially (2002) to serve as the part-time Assistant to the Executive Secretary, providing basic clerical and administrative support. Over time, owing to both the needs of the Secretariat and the skills and interests of the incumbent, the activities of the position have expanded and now include the original administrative support plus work in meeting services and communications/ awareness. The meeting services work involves institutional meeting logistics and operational implementation. The communication includes press releases, website management, special events and activities (such as High Quality Whale Watching Certificate and Veterinary Training), and development of promotional materials. The challenge for this position is to ensure that the originally intended role in providing administrative support is not superseded by communications and meeting services.

IV. ANALYSIS of FUNCTIONS and STAFFING

29. The staffing needs of the Secretariat, i.e., the mix of skills and the numbers required for each job category, are driven by a variety of factors, some more tangible than others. The main determinant is the core functions mandated by the Parties and the administrative tasks needed in support. At this stage, the functions are mostly stable and not likely to change significantly. The functions of the ACCOBAMS Secretariat, with 23 Parties and four full-time staff, are basically the same as those of CMS with 124 Parties and over 30 staff. The priorities of the Parties may change, but not the core functions.

30. The number of staff needed to carry out each function is driven by workload and the productivity of existing staff. Workload is not what needs to be done, but how much of it there is. Workload can be affected by the number of Parties and Partners, the number of MOUs signed, the number of projects funded and managed, the extent of collaboration with other international organizations, the number of training and workshops conducted, and a host of other factors. Productivity, on the other hand, depends on skills and experience, motivation, time management, performance, and the use of technology.

31. Two of the more intangible factors are the size of the organization itself and the nature of smaller organizations and, in the case of the Secretariat, the success realised, in particular in recent years, in raising its level of international recognition and generation new partnerships and collaborations.

Impact of MOP Strategies and Objectives

32. Nearly all of the core functions of the Secretariat are included, or at least implied, in the Agreement: general management and supervision, programme management and implementation, external liaison and representation, institutional meeting support, and communications and public awareness. Training is not mentioned directly, but could reasonably be viewed as providing assistance, through capacity building, to the Parties in implementing the Agreement. Only the fundraising role is not found explicitly in the original terms of reference for the Agreement Secretariat, but in 2013 the Bureau proposed to hire a project assistant with duties that included fundraising. Clearly the work of the Secretariat is well aligned with the mission and objectives of ACCOBAMS, but the key issue is whether sufficient time and resources are directed toward the highest priority functions, and whether the Secretariat is staffed and structured in a way to be flexible and adaptable to changing priorities.

33. The best indicator of information on current priorities and operational objectives of the Parties is Resolution 5.1: ACCOBAMS Strategy (Period 2014-2025). The action plan for the Strategy included 75 different activities, 28 for good management of the Agreement and 47 linked to cetacean conservation efforts. For nearly all of these activities the Secretariat is listed as one of the “subject(s) in charge.” Those that most directly affect the current staffing needs of the Secretariat are summarised below:

- ***Improve communications with ACCOBAMS Bodies, national focal points, Partners, and other institutions, organizations and experts to ensure familiarity with ACCOBAMS activities.***
- ***Strengthen involvement of all key stakeholders, including all riparian countries, in ACCOBAMS’s operations, with the sub-objective that all riparian countries become Party to the Agreement.***
- ***Ensure adequate funding, in particular for conservation activities, looking to ensure that the real budget is increased, providing at least 50% of needs.***
- ***Enhance public awareness about cetaceans, with the objective that the general public and other stakeholders in at least 20% of Parties are made aware of the conservation needs of cetaceans through ACCOBAMS supported activities.***
- ***Improve capacities of national organizations and experts by training staff and experts in topics promoted by ACCOBAMS.***

34. These are not new activities directed by the Parties but, rather, a clear statement of their priorities for the next ten years with the expectation that the Secretariat will adjust roles and responsibilities accordingly and shift their attentions as needed to achieve the stated objectives. The Executive Secretary plays a key role in strategic planning, oversight and implementation for all of these activities but, because the Secretariat is a small team, all staff members are affected and must accept flexible job descriptions.

35. The communications objectives are, a) internal within the ACCOBAMS family to ensure up-to-date information about ACCOBAMS activities and progress and, b) external among intergovernmental organisations to avoid duplication of activities, pool resources and develop joint conservation strategies. A 2012 evaluation of ACCOBAMS effectiveness cited "...a weak information flow between focal/contact points and Secretariat and other ACCOBAMS bodies regarding requested information on resolution's implementation and other related information, in particularly intersessional."¹ The situation has presumably improved but formal and informal communication with Parties and Focal Points is an ongoing and time-consuming process, demanding time of the Executive Secretary and the Programme / Project Officers.

36. Strengthening the involvement of stakeholders also requires communications but more than just information sharing. The objective is to secure active cooperation with ACCOBAMS and support of its goals, targeting groups such as the EC, UNEP-MAP, GFCM and representatives of the oil and gas industry. This is representational work involving some negotiation and therefore falls mostly to the Executive Secretary and the Programme Officer.

37. Fundraising (also called resource mobilisation) is high priority for the Parties, especially in view of decreases in voluntary funding. It helps ensure that larger and more expensive conservation actions have a better chance of being implemented, and allows for broader participation in trainings and workshops, which in turn permits a wider distribution of information about ACCOBAMS programmes and objectives. There is fundraising for projects such as ASI, done mostly by the Project/Fundraising Officer but also by the Executive Secretary for the development of strategies in approaching Parties, and there are efforts by the Programme Officer and Executive Secretary to secure co-funding, for example for workshops, or for recruiting experts for a joint effort between organizations. Fundraising responsibilities have to be shared by the ES and programme / project staff.

38. Public awareness activities seek in part to increase ACCOBAMS visibility and raise public commitment towards cetacean conservation, adding pressure at national level to effectively implement ACCOBAMS by Parties. Activities include development of educational tools and courses, special events, promotional materials, and the ACCOBAMS website. Much of this work is done by the Assistant (to the Executive Secretary) / Communication Officer. There is no clear communications strategy at this point based on the

¹ Štrbenac A. (2012). Evaluation of the ACCOBAMS effectiveness for the 2002 – 2010 period.

efficacy of various public information strategies, one that would help determine the skills needed for ACCOBAMS's communication / public awareness programme.

39. The capacity building activities are done mostly through training workshops for experts, typically organized by the Programme Officer but also by the Project Officers for project-specific training and the Assistant / Communications Officer for the educational ACCOBAMS training module. Workshops require time spent on liaising with local authorities, planning and organization, preparation of materials, translation, recruitment of experts, meeting logistics and attendance by the Programme / Project Officer involved. There is a high level of administrative support work required for these activities.

Workload Indicators

40. This was not a workload analysis *per se*, but several factors are indicative of increased (or decreased) workload:

- Number of Parties: from the seven original signatories to 23 at present.
- Number of Partners: from 11 in 2002 to 46 at present.
- Number of Contracts and MoUs signed, as shown below:

<u>Year</u>	<u>Contracts</u>	<u>MoUs</u>
2011	8	2
2012	24	3
2013	12	4
2014	14	4
2015	21	6
2016	26	16
Total	105	35

- Recommendations prepared by the Scientific Committee for each MOP and Resolutions adopted at each MOP:

<u>Scientific Committee</u>	<u>Recommendations</u>	<u>Meeting of the Parties</u>	<u>Resolutions</u>
SC1	4	MOP1	16
SC2	9	MOP2	30
SC4	13	MOP3	32
SC6	9	MOP4	24
SC8	6	MOP5	19
SC10	12	MOP6	27

- Number of Resolutions in force: from 16 in 2002 (MOP1) to 83 in 2106 (MOP6).
- Number of Projects: From 6 projects in 2011 (total 90,000 €) to 7 at present (2.5 million €).
- Meetings attended by the Secretariat 2014-2016: 63 based on a MOP6 Report of the Secretariat.²

² ACCOBAMS-MOP6/2016/Doc37/Annex7

Performance and Productivity

41. Staffing needs can be distorted by performance and productivity issues. Poor performance causes low quality and low output and may force additional hiring if the problems are not dealt with. (That assumes the budget is available to do so.) Performance problems can stem from low motivation, but also from lack of skills or a poor match between skills and the tasks assigned. At this point the Secretariat does not have a performance management system, nor can a consultant make judgements about performance, so no conclusions can be drawn as to whether performance issues might be causing stress on staffing levels. With respect to skills in relation to the job requirements, qualifications on paper appear good — with some over-qualification — and not a hindrance to productivity.

42. This review did not include individual productivity metrics, which in a Secretariat would be hard to develop under any circumstance. One possible indicator is the number of days of overtime or “comp time” taken by staff. High overtime rates can come from excessive workloads, but also to low productivity and abuse of the privilege. At the Secretariat, overtime is only considered to compensate for duty travels on weekends. There is no financial compensation for overtime during the week but it can be compensated through the flexible hours system. The Executive Secretary reports that most of the staff is quite regularly working overtime during the week. The number of days of compensatory time-off is declining, as shown below:

Number of days “compensation time-off” since 2011

2012	2013	2014	2015	2016
11	16	10	10	6

Nature of Small Organizations

43. One of the more intangible factors, but one for which the impact should not be underestimated, is the size of the organization. Simply stated, small organizations work differently than large ones. Staff members have to be more versatile, and willing to work outside of their job descriptions as needed. Even in larger organizations, professional staff have some degree of administrative support work, “general service” work using UN terminology, but in smaller organizations the percentages are usually higher. The Secretariat, with five full-time employees and one part-time, does not have the luxury of highly specialised jobs or a high number of support staff. For example, the Programme Manager spends 15-20% of her time on administrative and meeting support tasks and routine correspondence, not to mention time spent during or after hours translating documents. The Executive Secretary is limited in the extent to which she can delegate because Parties and Partners generally expect to deal with the top person. Being small has its benefits, but being pulled in different directions makes it harder to concentrate energies on high-priority tasks. That is not to say that small organizations must always get larger, but rather just to point out the realities of the situation.

Impact of Success

44. Another intangible factor is that success in outreach and public awareness efforts generates new demands on the time and energies of the Secretariat, without necessarily bringing new funding. A good example is having been invited to be part of the negotiations for a new UN legal instrument under UNCLOS on the Conservation and Sustainable Use of Marine Biological Diversity of Areas beyond National Jurisdiction. This will result in new contacts and new credibility, and new work, but whether it generates any additional funding in the future is left to speculation. Similarly, more collaboration means more meetings to attend and support but certainly no guarantee of new co-funding. The 63 meetings attended by the Secretariat in 2014-2016 were presumably of direct or indirect benefit, but meetings require preparation and travel time, among other activities. The challenge is to achieve a “net gain” financially as the result of these external successes.

Present Distribution of Responsibilities

45. Table 3 on the following page shows the approximate percentage of time the Executive Secretary and her subordinates spend on each main core- and non-core function. The point of the Table is to help identify situations where too much or too little time is devoted to specific activities. The percentages are not precise at this point, based only on job descriptions, interviews and guidance from the Executive Secretary, but they at least provide a starting point for discussions.

46. As it is, Table 3 raises several concerns:

- Time spent by the Executive Secretary on Meeting Support (10%).
- Time spent by the Executive Secretary on Office Administrative Support (10%). (For example, she reported time spent on facilities management, which could be delegated to the Assistant, except where liaison with the Host Government is involved.)
- Time spent by the Programme Officer on Meeting Support (15%) versus 10% on Fundraising and researching voluntary contributions and co-funding activities. (Most meeting support tasks do not require professional skills.)
- Relatively small percentage of time spent by the Assistant / Communications Officer on administrative support, which includes direct support to the Executive Secretary.

Conclusions and Recommendations

47. Despite the *ad hoc* approach to staffing in the early years of the Secretariat, a level of stability has been reached in terms of functions performed and longevity of staff members. With only a few exceptions, the ACCOBAMS Secretariat now has a good structural base on which to build. All the core functions of an MEA Secretariat are being covered, but sometimes as only one part of a multi-faceted job description. It is unavoidable in a small organization that staff will take on multiple roles, but at this point a few adjustments are needed to meet the current workload and the priorities of the Parties.

48. Workload demands are increasing but the Secretariat may be the victim of its own recent success. As ACCOBAMS gains wider recognition, the more the Secretariat is expected to participate in international fora and cooperative efforts. Large new projects like ASI, despite funding a full-time Project manager, still bring work to the Executive Secretary and others at the Secretariat. More collaboration means more meetings, and more meetings mean more travel, more reports, and more follow-up communications.

Table 3: Distribution of Functional Responsibilities by Percentage (%)

Functions/sub function	Executive Secretary	Program Officer	Project Officer / Fundraiser	ASI Project Officer	Accountant	Assistant Comm. Officer
Staff supervision:	12%	0%	0%	0%	0%	0%
External liaison:	10%	18%	5%	10%	0%	5%
Parties						
Scientific Committee						
Bureau						
Secretariats of Int'l Organizations						
Consultants and experts						
ACCOBAMS Partners						
Program / project management:	15%	30%	50%	60%	0%	5%
Regular program						
ASI						
Bycatch						
Noise						
Strandings						
Whale Watching						
Meeting support:	10%	15%	7%	3%	3%	20%
MOP						
Scientific Committee						
Bureau						
Follow up committee						
Training and workshops:	5%	7%	5%	10%	0%	5%
Regional workshops						
Training/Experts workshops						
ACCOBAMS courses						
Fundraising and co-funding:	10%	5%	15%	7%	0%	0%
Project development						
Research of fundraising/co-funding opportunities						
Communications / awareness/ events:	8%	5%	3%	0%	0%	40%
Development of promotional materials						
Press releases / Website						
Cetaceans Day						
Financial management:	15%	8%	5%	3%	90%	0%
Budgeting						
Accounting						
Ordinary Contributions						
Voluntary contributions						
Office and administrative support	10%	7%	5%	2%	2%	20%
Support to Executive Secretary						
Facilities management						
Liaison with suppliers / maintenance						
Mailing, letters						
Telephone / internet						
Other:	5%	5%	5%	5%	5%	5%
TOTAL	100%	100%	100%	100%	100%	100%

49. Performance and productivity are not major factors in the increased workload, at least not as could be documented. On paper at least, staff are mostly well qualified for their main tasks with the ability to use technology to increase productivity. The Secretariat having recently gone to paperless meetings is evidence of that.

50. The emphasis of the Parties on fundraising, however understandable with today's budgetary constraints, brings added stress to workload of the Secretariat. The Parties are now funding a Project Officer / Fundraiser post, but projects are only one component of resource mobilisation and not always the best approach to meeting broader Programme objectives. Projects are most effective when they support the expensive programme activities such as the ASI, but they are labour intensive for single, smaller objectives and can distract from the regular programme itself. (The exception may be small grants allocated to developing countries for capacity building under the Additional Conservation Fund.)

51. The most urgent need for the Secretariat is to free the Executive Secretary of tasks that take her away from more productive activities such as liaison and representational work; building new partnerships and maintaining existing relationships, such as with the Barcelona Convention, the CMS or the European Commission; regular communication with Focal Points and Ministers, establishing resource mobilisation strategies, and going after voluntary contributions or co-funding possibilities. Similarly, there is a need to reduce the percentage of time the Programme Officer must devote to routine correspondence, meeting services, monitoring Voluntary and Regular Contributions, and other tasks that in a larger Secretariat would be handled by a Meeting Services Assistant.

52. Another priority is to change the role of the Assistant / Communication Officer. In addition providing administrative support to the ES and a lead role on several communications and public awareness activities, the job also includes a high content of support to institutional meetings. The net result is that support to the ES often takes a back seat to the other functions. Staff at the Secretariat can expect to take on multiple roles, but in this case the duties simply pull in too many directions to the detriment of the organization.

53. In view of the current situation with respect to the functions and staffing of the Secretariat, the following recommendations are put forward:

Recommendation 1: Re-define the role of the Assistant / Communications Officer and re-title the position to Assistant (to the Executive Secretary). See proposed new job description at Annex 3.

Rationale: To increase time spent supporting the Executive Secretary and reduce time spent on Communications and Meeting Support. To free time of the ES for more productive and more strategic functions. The current position has too many functions to give sufficient attention to any of them.

Recommendation 2: Create and fill a new position of Programme and Meetings Assistant, reporting to the Executive Secretary but working closely with the Programme and Project Officers. (See Job Description for this post at Annex 4.)

Rationale: To reduce time spent by Programme and Project Officers on routine administrative and meeting support functions. To reduce the time spent by the Assistant to the ES on meeting services

Recommendation 3: Re-title the position of Project and Fundraising Officer to Programme / Project Officer.

Rationale: To avoid over-specialization and recognize that “fundraising” is one part of the resources mobilization and, therefore, a shared responsibility among the ES, Programme Officer and Project Officers.

Recommendation 4: Re-title the position of Programme Officer to Programme / Project Officer.

Rationale: For consistency in job titles, to permit generic job descriptions to the extent possible, and to permit flexibility in assigning and distributing work.

Recommendation 5: Use travel agent(s) instead of the Assistant to the ES to book most travel for institutional meetings, training, workshops, etc.

Rationale: To free time of the Assistant to the ES to spend on more productive activities. Travel agents charge fees, but in the long run would likely balance out by freeing time of the Assistant and, by extension, the ES.

Recommendation 6: Introduce the use of Annual Individualized Work Plans linked to key activities.

Rationale: To provide some measure of performance but also to ensure that staff time is focused on priorities of the Parties and the ES.

V. SALARIES AND ALLOWANCES

54. This Assessment was not intended as a full review of compensation policies and practices, some of which will presumably be addressed by new staff rules and regulations to be developed after this review. But there are several key aspects of staff salaries and allowances are considered here in advance of that exercise: a) internal equity, b) external competitiveness, c) the sustainability of salary sources and components and, d) the salary calculations for Executive Secretary. Salaries for the Secretariat are somewhat complex for several reasons:

- there are three different sources (Trust Fund, Host Country, and projects);
- the salary of the Executive Secretary is linked to the UN classification and pay system in order to be consistent with ES salaries within the CMS families; and
- compensation for two positions includes an apartment and utilities on an in-kind-basis.

55. For reference throughout this discussion, the current salaries and allowances for the Secretariat are shown in Table 4 on the next page.

Internal Equity

56. The obvious case of salary inequity within the Secretariat is a gap of more than 60% between the Programme/Project Officers and the Executive Secretary. Compensation for the ES is pegged by the Parties to the P-4 level of the UN, but there is no corresponding link to UN salary scales for Programme/Project Officers, whose functions would classify at P-3 in the UN system based on comparisons with CMS job descriptions. The difference in net salary between a P-4 and a P-3 is about 16%. It could perhaps be argued that the Executive Secretary has to be recruited in the international market whilst Programme /Project

Officers do not. It was beyond the scope of this review to analyse labour markets and availability of skills, so that argument cannot be verified or refuted, but 60% is a large gap under any circumstance. (Salary computations for the ES are addressed separately in this Chapter.)

Table 4: Annual Net ¹ Salaries and Allowances Budget for ACCOBAMS Secretariat (€)

Current ACCOBAMS Position	From Trust Fund	From Host Country ²	From Project Funds	Total	Remarks
Executive Secretary ²	20 600	75 324 ²	0	95 924	
Programme Officer	27 160	7 363 ³	0	34 523	
Project Officer/ Fundraiser	26 140	7 363 ³	0	33 503	
Project Officer / ASI ⁴	0	0	26 329	26 329	
Accountant	26 330	0	0	26 330	48h/month x 13 months annualized
Assistant / Comm. Officer ²	0	40 379 ²	0	40 379	
TOTAL	100 230	130 429	26 329	256 988	

¹ Net in this case meaning on a single basis and after deduction of social security and pension fees.

² Position funded by Principality under HQ Agreement. Maximum amounts supported as per the HQ Agreement are considered for this review. For the Executive Secretary, a complementary allowance is provided under the Trust Fund to reach a P4 level income, but this is an allowance only and not salary.

³ In-kind contribution of the Principality in the form of furnished studio apartment plus parking and utilities. (Larger apartment due to the family composition is considered a dependency allowance and, therefore, not included as salary.)

⁴ Funded by MAVA Foundation.

57. Further evidence of this same inequity is that Programme / Project Officers earn about 15% less than the Assistant to the Executive Secretary, a position that would be classified G-5 in the UN system. The salary for the Assistant contributed by the Host Country and therefore covered by the Headquarters Agreement, as amended by MOP 6, which prescribes a level that is "...within the limit of a gross annual remuneration equivalent to the one provided to the civil servants classified in the scale of Attaché, Principal Attaché and Highly Qualified Attaché of the Monacan Civil Service."³ So while the salaries for the ES and her Assistant are set by Agreement, salaries paid by the Parties from the Trust Fund seem to have no clear basis for how they are established, except perhaps budgetary limits.

External Competitiveness

58. The project did not include a local salary survey to assess competitiveness in the Monaco labour market. That would be problematic in any case because few organizations or businesses in Monaco would have similar jobs, except perhaps the Scientific Centre of Monaco. There might be comparative salary data

³ ACCOBAMS-MOP6/2016/Doc37/Annex12/Res6.2

for the Assistant to the Executive Secretary, but that would be complicated by the hybrid nature of the job, i.e., administrative support, communications, and meeting services.

59. Comparisons with equivalent jobs in the UN system at least give the Parties some idea of how ACCOBAMS jobs compare in the international market. Table 5 shows ACCOBAMS jobs and versus their equivalents in the UN system, based on CMS jobs classified in 2016. Clearly the salaries of the Programme / Project Officers are far below their UN counterparts. In fairness, the Secretariat is not part of the UN and never suggested they could compete in the international market for positions other than the ES. Given budgetary restraints for ACCOBAMS, it is hard envision the Secretariat being fully competitive in the international labour market any time soon.

Table 5: Net ¹ Annual Salaries of ACCOBAMS versus the UN (€)

Current ACCOBAMS Position	Net salary	UN equivalent grade level	UN equivalent salary (Net) ²	Remarks
Executive Secretary ³	75 324	P-4	118 230	Limit of annual net remuneration supported by Monaco under the HQ Agreement.
	20 600			Allowance under the Trust Fund
Programme Officer	34 423	P-3	80 948	Including 7 363 € as in-kind equivalent from Monaco (apartment)
Project Officer/ Fundraiser	33 503	P-3	80 948	Including 7 363 € as in-kind equivalent from Monaco (apartment)
Project Officer / ASI	26 329	P-3	80 948	Funded by MAVA Foundation
Accountant	26 330	P-3	80 948	48h/month x 13 months annualized
Assistant / Communications Officer ³	40 379	G-5	40 377	Limit of annual net remuneration supported by Monaco under the HQ Agreement.

¹ Net in this case meaning on a single basis and after deduction of social security and pension fees, but including when applicable a complementary allowance provided under the Trust Fund or the *in-kind* contribution of the Principality in the form of furnished studio apartment plus parking and utilities. (Larger apartment due to the family composition is considered a dependency allowance and, therefore, not included as salary).

² UN salary for the Executive Secretary is based on Step 8 of the relevant salary scale (as was used in the initial calculations by CMS) plus the 45.2 percent post adjustment used by the UN for Monaco. Step 4 is used for other positions.

³ Position funded by Principality under HQ Agreement. Maximum amounts supported as per the HQ Agreement are considered for this review. For the Executive Secretary, a complementary allowance is provided under the Trust Fund to reach a P4 level income.

Sustainability of Sources and Salary Components

60. The Secretariat's pay practices raise doubts about their sustainability. One issue is that the two Programme/Project Officers receive furnished apartments as part of their pay package, provided by Monaco as an in-kind contribution valued at 7363 euros. This seems unsustainable going forward should the Secretariat add staff and no apartments are available — there are only two — or a new employee already has an

apartment. Beyond that, because a larger apartment is provided based on family compensation, this arrangement introduces a dependency allowance that can further complicate the compensation system.

61. Salary packages based on contributions from multiple sources, e.g., Trust Fund and Host Country, may be unavoidable but they create unfortunate levels of complexity and, more importantly, make it hard to establish true pay equivalencies. Simplified and more transparent pay packages would be more sustainable over the long term.

Compensation of the Executive Secretary

62. MOP 6 Resolution 6.3, which mandated the Functional Assessment, also asked the Bureau to develop recruitment procedures for the position of Executive Secretary. That will be done outside this review, but any analysis of the salary of the ES in this report will help inform the Bureau's discussion and subsequent drafting of procedures. The recruitment procedure will need a clear basis for how the ES compensation package is figured and how it should be funded.

63. For background, the compensation of the Executive Secretary comes from two sources: a) salary from the Host Government plus, b) an allowance provided by the Trust Fund. The salary portion is provided by Monaco, as per the Headquarters Agreement, and is based on the gross remuneration of a Department Head in the 3rd group within the Monacan Civil Service. This is considered equivalent to P-3 in the UN system.

64. When ACCOBAMS chose not to co-locate with CMS in Bonn under the UN system, CMS requested (cf. third meeting of the ACCOBAMS Parties) only that there should be a "minimum of harmonization" between the salary of the Executive Secretary and its counterparts based in Bonn, classified at P-4 in the UN system. At the request of the ES at the time, CMS provided ACCOBAMS a detailed calculation of the difference between the net salary for the UN P-4 and the amount Monaco had agreed to contribute. That amount was added to the Trust Fund Budget to be paid as an "allowance" to the ES in order to achieve a net income (on a single basis) equivalent to a P-4. That action seems to have confirmed at least the principle of equivalence, but not necessarily the process and procedures for achieving it.

65. The original calculations and decisions were made at the November 2013 MOP, whereas the current Executive Secretary started on the first month of the new triennium (2014-2016). A similar calculation was provided by CMS in 2016. Given the complexity of UN salaries and benefits, it is understandable that both the ES and the Parties have an interest in clarifying and, one can hope, simplifying these arrangements. There are several issues that need to be addressed:

- Whether the allowance to the ES should be considered "salary" and therefore subject to payment of social security fees by the employer and employee (and taxes if applicable).
- Whether the salary and allowance of the ES should include a contribution to pension and social security in order to be fully equivalent to the UN P-4. (The CMS calculation shows a 7.9% deduction from net salary "because the Government of Monaco does offer a pension plan," but the ES is not part of the UN pension scheme.)

- Whether it would be feasible for only one entity to pay the ES salary in order to eliminate complexity.
- Whether the complexity of the calculations needed to ensure equivalence with the UN is sustainable and whether there are better options.

Conclusions and Recommendations

66. Salaries and benefits can affect the ability to recruit and retain high qualified staff. Motivation, performance and productivity are generally thought to be affected by staff perceptions of fairness and competitiveness, although this can depend on the organization, its labour market, and the personal situations of those working for it. The Secretariat is perhaps in a unique labour market but with limited funding opportunities. Nevertheless, it is generally wise to assume that salary levels do make a difference and therefore be as competitive as the budget permits.

67. The salaries of the Programme / Project Officers are very low in comparison to the Executive Secretary but also lag behind the Assistant to the ES. Regardless of personal situations, this is not sustainable; eventually it will catch up to the Secretariat and create problems. Even with tight budgets, it is advisable to address this issue as soon as possible. (The salary of the Project Manager for ASI is covered by the terms of the MAVA grant and presumably locked in for the three year life of the grant.)

Recommendation 7: Initiate a phased increased in the salaries of the Programme Officer and Project Officer / Fundraiser, with the goal of achieving a position near the midpoint between the ES and the Assistant to the ES.

68. The current arrangement whereby the Programme Officer and Project/Fundraising Officers receive free housing as an in-kind contribution from the Host Country was no doubt generous and helpful when first made available. But as the Secretariat grows and new staff members recruited, this arrangement will make it more difficult to provide equivalent salary packages and therefore not be sustainable over the long term.

Recommendation 8: Phase out the in-kind housing contribution and convert the value to salary. (The two apartments could be used to accommodate growth and space for consultants, or an option in connection to Recommendation 7 is to use the apartments as a benefit over and above salary paid by the Trust Fund, but not part of it.)

69. For a small organization, the salaries and benefits of the Secretariat are very complex in their calculations and, for some positions, the reliance on multiple sources. This was no doubt unavoidable in the past and may be for the immediate future, but this is case where simpler is better and complexity is unsustainable.

Recommendation 9: Make simplicity and transparency a key objective in any new deliberations and decisions on salaries and benefits for staff of the Secretariat.

70. Calculations for the salary and allowances of the Executive Secretary are unnecessarily complex and raise doubts as to whether there is true equivalency to the P-4 in the UN system, as is the current objective. It appears that the current computations do not provide for a pension and social security contribution as would be provided for the P-4 equivalent. It would of course be better if the ES salary budget were derived from only one source, either the Host Country of the Trust Fund, but that may be unrealistic at this point and the financial and political consideration here are beyond the scope of this exercise.

Recommendation 10: Make a final determination as to whether the salary of the ES includes pension and social security contributions, perhaps with guidance from CMS. If not, then the Parties should consider an increase in salary to ensure equivalent with the UN P-4 level. (See options below.)

Recommendation 11: Consider one of two options to address the concerns about the salary of the ES:

Option 1: Provide a fixed complementary salary (as opposed to an allowance) calculated as the difference between P-4 step 8 and the maximum salary supported by Monaco. (This would include pension and social security contributions.)

Option 2: Approach the Monaco government about providing the full ES salary equivalent to P-4 step 8, with periodic cost of living adjustments as calculated by the ICSC.

Annex 1:

**Agreement on the Conservation of Cetaceans
of the Black Sea, Mediterranean Sea and Contiguous Atlantic Area**

**Article IV
Agreement Secretariat**

1. Subject to the approval of the Conference of the Parties to the Convention, an Agreement secretariat shall be established within the Secretariat of the Convention. If the Secretariat of the Convention is unable, at any time, to provide this function, the Meeting of the Parties shall make alternative arrangements.

2. The functions of the Agreement secretariat shall be:
 - a) to arrange and service the sessions of the Meeting of the Parties;
 - b) to liaise with and facilitate co-operation between Parties and non-Party Range States, and international and national bodies whose activities are directly or indirectly relevant to the conservation of cetaceans in the Agreement area;
 - c) to assist the Parties in the implementation of this Agreement, ensuring coherence between the sub-regions and with measures adopted pursuant to other international instruments in force;
 - d) to execute decisions addressed to it by the Meeting of the Parties;
 - e) to invite the attention of the Meeting of the Parties to any matter pertaining to this Agreement;
 - f) to provide to each ordinary session of the Meeting of the Parties a report on the work of the Agreement secretariat, the Co-ordination units, the Bureau, and the Scientific Committee, and on the implementation of the Agreement based on information provided by the Parties and other sources;
 - g) to administer the budget for this Agreement;
 - h) to provide information to the general public concerning this Agreement and its objectives; and
 - i) to perform any other function entrusted to it under this Agreement or by the Meeting of the Parties.

Annex 2:

List of Documents Reviewed

Document Name	Source
Report Of The Session Of The ACCOBAMS Regional Workshops	ACCOBAMS-RW3/2015/Final Report
Evaluation of the ACCOBAMS effectiveness for the 2002-2010 period	Ana Štrbenac, M. Biol and M.Sc. Management of Protected Areas
Note On The ACCOBAMS Permanent Secretariat	ACCOBAMS Secretariat
Report of the Secretariat	ACCOBAMS-BU9/2014/Doc 05
Report of the Secretariat	ACCOBAMS-BU10/2015/Doc 05Rev1
Resolution 6.2 Amendment To The Headquarters Agreement With The Host Country	ACCOBAMS- MOP6/2016/Doc37/Annex12/Res6.2
Annex VII: Report of The Secretariat	ACCOBAMS- MOP6/2016/Doc37/Annex7
Resolution 6.3: ACCOBAMS Staff	ACCOBAMS- MOP6/2016/Doc37/Annex12/Res6.3
Draft Resolution 6.3: Staff Regulations	ACCOBAMS- MOP6/2016/Res6.3Rev2
Preparatory Elements for Functional Assessment	ACCOBAMS Secretariat
Distribution Of Duties & Responsibilities Among The Personnel Of The Permanent Secretariat	ACCOBAMS Secretariat
Resolutions and Recommendations adopted since the 1st MOP	ACCOBAMS Secretariat
Job Descriptions for staff positions	ACCOBAMS Secretariat
Number of days "compensation time-off" since 2011	ACCOBAMS Secretariat
United Nations Generic Job Profiles	UN Secretariat
United Nations Salary Scales	ICSC

Annex 3: Proposed ACCOBAMS Job Description
Assistant (to the Executive Secretary)

Administrative Support (70%)

1. Provides direct assistance to the Executive Secretary, performing the full range of office management and administrative support functions.
2. Maintains the Executive Secretary's calendar; communicates changes and related information to staff and external parties.
3. Researches, compiles and summarizes background materials for use in preparation of reports, briefs, speeches, etc. of the Executive Secretary.
4. Responds to incoming phone calls to the Permanent Secretariat; responds or drafts responses to a range of correspondence and other general communications.
5. Performs a variety of administrative duties, including office supply and equipment orders, travel arrangements, expense claims, vouchers, visa applications, etc.
6. Uses standard Office processing package to produce a variety of documents and reports; assists in the preparation of presentation materials using specialized technology and/or software.
7. Assists in the preparation work for institutional meetings (MOP, Scientific Committee, Bureau, and Follow-up Committee) and workshops.
8. Prepares sections of activity reports on assigned topics; translates routine documents as needed.
9. Assists in the development of office administrative systems and procedures; sets up and maintains technical and administrative files/records; manages and preserves documentation holdings.
10. Oversees maintenance of the Secretariat's equipment, premises and storage areas; ensures follow-up on repairs; contributes to the inventory.
11. Oversees the ACCOBAMS Partner's and ACCOBAMS "High Quality Whale Watching®" Partner's application process.
12. Oversees the ACCOBAMS registered brand "High Quality Whale Watching®"; ensures necessary follow up actions with Partners and the Trademark Licensing firm.

Communications / Public Awareness (30%):

13. Provides assistance in the preparation of communication and public awareness tools; researches and assists in the contracting of external providers of graphic arts and public promotional materials.
14. Provides specialized support to the Secretariat in editing, desktop publishing, etc., using design software (Adobe Elements, e.g., Photoshop/Illustrator/Fireworks).
15. Coordinates special events such as ACCOBAMS Cetacean's Day; undertakes public information and educational activities targeted to children; Liaises with relevant entities, including schools, for raising public awareness.
16. Use new tools to communicate with public via ACCOBAMS's web-site, such as social networks, smart phone applications, Google applications, etc.

- Drafts text for press releases; compiles contributions, summarizes information and designs communication/promotion tools related to Agreement activities.
- 17.
- Disseminates properly the ACCOBAMS information; maintains the ACCOBAMS website up to date; keeps up to date the social networks with relevant information;
- 18.

Annex 4: Proposed ACCOBAMS Job Description
Programme and Meeting Assistant

Programme / Project Support:

1. Provides administrative support to programme/project planning and preparation work; monitors status of proposals and receipt of relevant documentation for review and approval.
2. Serves as administrative focal point for programme/project implementation activities; liaise internally and externally to initiate requests and obtain necessary clearances; processes and follows up on administrative actions, travel arrangements, authorization of payments, and disbursement of funds.
3. Compiles, summarizes, translates and presents basic information on specific programmes/project and related topics or issues.
4. Prepares and translates sections of the annual draft activity report of the Secretariat on assigned topics/activities in collaboration with the Programme Officer.
5. Prepares and updates budget-related documents including periodic reports, briefing notes, graphic and statistical summaries, accounting spreadsheets, etc.
6. Organizes the recurring training activities of the Programme of Work, such as the veterinarian training and the university training module on cetaceans in different languages.
7. Monitors and facilitates the development of National Action Plans.
8. Drafts routine and substantive correspondence for review and signature by Executive Secretary, Programme Officer, Project Officer; responds to routine queries from Parties and Partners.
9. Serves as Focal Point for ACCOBAMS and ACCOBAMS “High Quality Whale Watching®” Partners; compiles relevant material on Partner’s conservation achievements for the ACCOBAMS Partner’s Award.

Meeting Services:

10. Coordinates logistical and operational implementation of meetings and workshops; arranges venue, accommodations, translation, and travel arrangements; liaises with suppliers and travel agents; oversees registration and helps resolve logistical problems during events; coordinates with substantive offices, and prepares cost estimates; arranges for distribution of ACCOBAMS Awards when relevant.
11. Prepares meeting document’s page layout, registration forms and general information sheet; ensures necessary review and approval before distribution to participants or posting on the website.
12. Assists in the preparation of the preliminary list and annotation of agenda items, the list of participants, and daily material concerning the reports of meetings/conferences.
13. Prepares, organizes and ensures translation into English / French of official documentation for distribution during meetings, workshops.
14. Makes presentations on assigned topics/activities for institutional meetings, e.g., MOP, Scientific Committee, and Bureau.
15. Produces agenda of assigned meetings/workshops prepared by senior staff for distribution; informs relevant offices/persons of changes in the agenda of meetings/workshops.