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Minamata Convention on Mercury
Third meeting**

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Item 5 (j) of the provisional agenda*

**Matters for consideration or action by the
Conference of the Parties: secretariat**

**Operative proposal of the Executive Director of the
United Nations Environment Programme for sharing services
between the secretariat of the Minamata Convention and the
Secretariat of the Basel, Rotterdam and Stockholm Conventions**

Note by the secretariat

1. The Conference of the Parties to the Minamata Convention on Mercury, in its decision MC-2/7, requested the Executive Director of the United Nations Environment Programme (UNEP) to submit an operative proposal on a stable framework for the sharing of relevant services between the secretariat of the Minamata Convention and the secretariat of the Basel, Rotterdam and Stockholm Conventions, prepared together with the Executive Secretary of the Minamata Convention and with the support of the Executive Secretary of the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, the Stockholm Convention on Persistent Organic Pollutants and the UNEP part of the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade.
2. The secretariat has the honour to present the operative proposal of the Executive Director of UNEP for sharing services between the conventions for the consideration of the Conference of the Parties to the Minamata Convention at its third meeting. The present proposal evaluates and presents three possible options:
 - (a) A dedicated consolidated unit;
 - (b) Redeployment of staff from the secretariat of the Minamata Convention to the Secretariat of the Basel, Rotterdam and Stockholm Conventions;
 - (c) Purchase of services by the secretariat of the Minamata Convention from the Secretariat of the Basel, Rotterdam and Stockholm Conventions on a cost-recovery basis.
3. The Conference of the Parties may wish to consider accepting the proposal and endorsing the purchase of services by the secretariat of the Minamata Convention from the secretariat of the Basel, Rotterdam and Stockholm Conventions based on the cost-recovery model, with the option to review the arrangement in 2021.

* UNEP/MC/COP.3/1.

Annex

Operative proposal of the Executive Director of the United Nations Environment Programme for sharing services between the secretariat of the Minamata Convention and the Secretariat of the Basel, Rotterdam and Stockholm Conventions

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I. Background

1. At its second meeting, the Conference of the Parties to the Minamata Convention, in decision MC-2/7, requested the Executive Director of the United Nations Environment Programme (UNEP), in the capacity of performing secretariat services for the Minamata Convention, to submit an operative proposal, prepared together with the Executive Secretary of the Minamata Convention and with the support of the Executive Secretary of the Basel and Stockholm conventions and the UNEP part of the Rotterdam Convention, on a stable framework for the sharing of relevant services in areas such as conference services, knowledge and information management, administrative and information technology services, technical assistance, legal advice and budget preparation, including possible options, for consideration by the Conference of the Parties at its third meeting. These largely administrative services are the focus of the present proposal.

2. The Executive Director of UNEP was also requested to inform the secretariat of the Basel, Rotterdam and Stockholm conventions and the conferences of the parties to the conventions, at their next meetings, of decision MC-2/7 and of any relevant secretariat arrangements already established or being developed or considered pursuant to the decision. The 2019 meetings of the conferences of the parties to the Basel, Rotterdam and Stockholm conventions each adopted a decision very similar to decision MC-2/7, namely decisions BC-14/22, RC-9/10 and SC-9/20, in which they requested the Executive Director, among other things, to inform the Executive Secretary of the Minamata Convention and the Conference of the Parties to the Minamata Convention, at its next meeting, of the decision and any relevant secretariat arrangements already established or being developed or considered pursuant to the decision.

II. The evaluation process and key considerations

3. The Executive Director of UNEP prepared the present proposal for shared services together with the Executive Secretary of the Minamata Convention and with the support of the Executive Secretary of the Basel and Stockholm conventions and the UNEP part of the Rotterdam Convention. Article 24 of the Minamata Convention states that the secretariat functions for the Convention, including cooperation and coordination between the Minamata Convention secretariat and the secretariats of other chemicals and wastes conventions, are to be provided by the Executive Director of UNEP. The analysis performed indicated that the greatest potential to realize viable synergies was in the area of administrative services.

4. The Corporate Services Division of UNEP, as the custodian of administrative services, coordinated the formulation of the proposal, which evolved through iterative reviews by a tripartite technical team drawn from UNEP and the secretariats of the Minamata Convention and the Basel, Rotterdam and Stockholm conventions. The reviews were guided by UNEP and were discussed with the respective executive secretaries of the conventions, resulting in a consultative, thorough and transparent formulation process for the proposal. A review of the resources of Minamata Convention secretariat staff, based on the experience of performing secretariat functions over the previous biennium and during the second meeting of the Conference of the Parties and the preparations for the third meeting of the Conference of the Parties, indicated that the positions approved by the Conference of the Parties at its first meeting, consisting of 10 posts and 2 further posts funded from programme support resources, were not adequate to deliver the secretariat functions provided for under Article 24 of the Convention and the activities listed in decision MC-2/7. Additional resources have therefore been proposed in the Minamata Convention budget for the biennium 2020–2021 to deliver the mandates agreed upon by the parties and to organize the meetings of the Conference of the Parties. Cooperation between the secretariats on programmatic synergies between the Basel, Rotterdam and Stockholm conventions and the Minamata Convention will continue, including for the framework to evaluate the effectiveness of Minamata Convention; the revitalization of the joint task force convened under the Special Programme to support institutional strengthening at the national level for implementation of the Basel, Rotterdam and Stockholm conventions, the Minamata Convention and the Strategic Approach to International Chemicals Management; and cooperation in the area of waste and contaminated sites, among other matters.

III. Core principles

5. In the preparation of the proposal, the Executive Director considered the core principles set forth in paragraphs 6 to 10 below.

6. *Economic use of resources:* The primary objective of the present framework is to achieve greater efficiency through synergies and through the economic use of resources by leveraging existing

capacities, particularly given the advantages of the proximity of certain resources within the same premises. Duplication would be minimized in the interest of feasibility, economy and efficiency. The present proposal therefore considered the potential benefits of making use of the already mature and stable capabilities established under the secretariat of the Basel, Rotterdam and Stockholm conventions, without establishing new long-term structures.

7. *Autonomy of secretariats and accountability of executive heads:* As is mentioned in decision MC-2/7, the autonomy of the respective secretariats is to be maintained. The Executive Director of UNEP delegates to the Executive Secretary of the Minamata Convention the authority regarding administrative and financial matters that is required to manage, take decisions and represent the secretariat of the Minamata Convention with the level of autonomy required for cost-effective and efficient operations. The Executive Director ensures that the Executive Secretary exercises any such delegated authority in accordance with the applicable rules and regulations of the United Nations and UNEP. Such delegation of authority covers management matters, including programme management, financial and physical resources management, human resources management and any other related matters where decisions by the Executive Secretary may be required for the effective operation of the secretariat.

8. *Flexibility and predictability:* In formulating the proposal, consideration was given to the need to carefully balance flexibility and predictability, which would entail an advance assessment of required services to avoid disruptive requests or to make provisions for reasonable requests that arise unexpectedly. To date, the services required for the third meeting of the Conference of the Parties and for the biennium 2020–2021 have been identified. The evaluation of requirements for subsequent budget cycles will continue in order to allow for adequate planning and response time by the secretariat of the Basel, Rotterdam and Stockholm conventions, as the service provider. Any unexpected requirements will be arranged on a case-by-case basis.

9. *Cost recovery:* The cooperation arrangement should be cost-neutral to the extent possible for both the service provider and the recipient of the agreed services. Therefore, the secretariat of the Basel, Rotterdam and Stockholm conventions will be reimbursed for the services on a full cost-recovery basis, but without additional margin above the unit costs of delivering the services. The Executive Secretary of the Basel, Rotterdam and Stockholm conventions has the authority to establish such arrangements, provided they are fully funded.¹ Both parties have the obligation to ensure that the arrangement remains optimal and as cost-effective as possible, creating no additional budgetary burden.

10. *Compliance with applicable rules and frameworks:* Pursuant to Article 24, paragraph 3 of the Minamata Convention, the Executive Director of UNEP is to perform the secretariat functions for the Convention, unless it is decided, by a three-fourths majority of the Parties present and voting, to entrust the secretariat functions to one or more other international organizations. The Executive Director is required to comply with the relevant rules, regulations and procedures of the United Nations and UNEP in providing the functions of the Minamata Convention secretariat, in conformity with the requirements of the Convention and its Parties and consistent with the relevant decisions of the Conference of the Parties.

IV. Role of the Corporate Services Division of UNEP

11. The Executive Director, through the Corporate Services Division of UNEP, will continue to work with the Executive Secretary of the Minamata Convention to determine the administrative service requirements of the Convention and to identify the most efficient means to ensure that the Convention receives the administrative support necessary in accordance with the rules and regulations of the United Nations and UNEP and consistent with the decisions of the Conference of the Parties.

12. The Executive Director will allocate to the secretariat of the Minamata Convention an appropriate share of programme support resources attributable to the trust funds of the Convention. The allocation will be based on the existing programme support costs policy and on the receipt of an annual cost plan that demonstrates that the funds will be used efficiently and effectively in support of Convention activities within the budgetary ceiling of allocated programme support income. Similarly, the Executive Director will allocate an appropriate share of programme support resources income attributable to the trust funds of the Minamata Convention to finance the portion of the central administrative services of UNEP that supports the Convention, some of which will be sourced from

¹ BC-13/24, para. 13; RC-8/17, para. 17; SC-8/27, para. 15.

service providers, including the United Nations Office at Nairobi and the United Nations Office at Geneva.

13. It is the primary responsibility of UNEP to source and/or provide administrative services to convention secretariats, including through backstopping where the type or scope of such services may not have been foreseen during the planning and budgeting stages. The scope of services and their delivery time will depend on the complexity of planning and the development period required for proper planning. UNEP is also responsible for providing core administrative services to the Minamata Convention, such as the creation of policy guidelines and procedures, human resources administration, auditing and oversight, enterprise risk management, corporate legal services, procurement and contract services, information systems and such other centrally-managed support services as may be determined from time to time. A detailed description of core administrative services is set out in annex III to the present proposal.

14. In order to address the specific needs of the Convention, it may be necessary for the Executive Secretary to propose supplemental capacity beyond what UNEP provides under the existing framework. In preparing the present proposal, consideration has been given to validating the Minamata Convention budget proposals for additional capacity with a view to exploring the feasibility of options for financing requirements and any synergies among those options.

V. Definition of models

15. The proposal defines and describes the models that were considered for the delivery of administrative services to the Minamata Convention, including options obtained by reviewing the budget proposals of the Convention, contained in document UNEP/MC/COP.3/20, for additional capacity. A menu of services is provided from which the required services are to be chosen. Estimates of the resources required have been calculated and evaluated for each option presented.

VI. Consolidation of services

16. Under the consolidation of services model, a consolidated unit would be established to provide services to the secretariat of the Basel, Rotterdam and Stockholm conventions and the secretariat of the Minamata Convention, with each secretariat contributing resources to the new unit. This model would facilitate the sharing of all identified administrative services rather than being limited to the organization of meetings for the conferences of the parties. Other services, as agreed on an ongoing basis, would be covered by the common, shared unit.

17. The mandates of the respective conventions drive their priorities, meaning that it would be challenging to agree on which services should be pooled and how to prioritize their delivery for the mutual benefit and convenience of all the conventions. The administrative structure would have to factor in complicated dual reporting lines, which would have consequences for the accountability of the two executive secretaries and would impinge on the principle of autonomy.

18. Consolidation requires the creation of an additional management structure with concomitant additional cost implications. The analysis that was performed, based on benchmarking with similar administrative structures, established that such a structure would require three professional and three general service positions. In order to minimize the additional cost implications, only one new position at the P-5 level would be proposed, to head the consolidated unit. The other two professional positions at the P-4 level and the remaining general service positions could be drawn from the existing staff of the convention secretariats. The additional cost of the P-5 position would be \$507,000 per biennium. In addition, an estimated \$228,000 per biennium would be required for the organization of the meetings of the Conference of Parties. Therefore, the total estimated additional cost, which is not part of the proposed budget for the secretariat of the Minamata Convention for the biennium 2020–2021, would be \$735,000.

19. The Secretary-General of the United Nations has announced reform initiatives that include the global consolidation of administrative services, establishing that such a global approach generates efficiencies. Since UNEP is part of these wider reform initiatives, further evaluation of this proposal, suggested to take place in 2021, would provide an opportunity to take into account any relevant elements of the reform applicable to the cooperative arrangements between the secretariat of the Minamata Convention and the secretariat of the Basel, Rotterdam and Stockholm conventions in the future.

VII. Redeployment of staff from the secretariat of the Minamata Convention to the secretariat of the Basel, Rotterdam and Stockholm conventions

20. The review performed revealed that, within its existing resources, the secretariat of the Basel, Rotterdam and Stockholm conventions is not in a position to share services. The option of redeployment of staff was therefore developed based on eight positions (four professional and four general service) being taken from the secretariat of the Minamata Convention and transferred to the secretariat of the Basel, Rotterdam and Stockholm conventions. Minamata Convention resources assigned to the provision of shared services would become part of a much larger resource pool, with a team managed by the Secretariat of the Basel, Rotterdam and Stockholm Conventions to provide services to all four conventions. Details on the redeployment of staff model can be found in annex I.

21. In the Executive Secretary's scenario, it is proposed to split the functions of communications and knowledge management, resulting in the establishment of a second P-3 position. However, through staff redeployment, the existing P-3 position would perform the functions of both communication and knowledge management. If this option were retained, gross savings of \$354,000 would be realized. However, the secretariat of the Minamata Convention would still be required to transfer \$270,000 to the secretariat of the Basel, Rotterdam and Stockholm conventions for services to prepare the biennial meetings of the Conference of Parties. The potential net saving under this arrangement would therefore be \$84,000. These estimates are indicative only, as at the time of writing of the present proposal, the Minamata Convention budget proposal that includes the splitting of one position into two had yet to be considered by the Conference of the Parties.

22. The transfer of staff from the secretariat of the Minamata Convention to the secretariat of the Basel, Rotterdam and Stockholm conventions does not represent a saving to the parties, but rather is a change in administrative reporting lines. Service delivery would be managed by the secretariat of the Basel, Rotterdam and Stockholm conventions, which will require the establishment of an oversight mechanism by the Minamata Convention. That mechanism will require the establishment of a P-3 position as well as G-level support staff to monitor the delivery of services to ensure that it meets the agreed criteria in terms of quality and timeliness. The additional positions, a necessary safety net for the Minamata Convention, would wipe out any expected financial savings. This scenario, which is not part of the proposed budget of the secretariat of the Minamata Convention for the biennium 2020-2021, would cost an additional \$629,000.

23. In the case of existing Minamata Convention staff recruited by the Minamata Convention secretariat, reporting lines would have to be re-aligned to the management structure of the secretariat of the Basel, Rotterdam and Stockholm conventions. In the case of newly hired staff, the secretariat of the Basel, Rotterdam and Stockholm conventions would undertake the hiring and the staff would fall under the secretariat of the Basel, Rotterdam and Stockholm conventions management structure. In both cases, the Executive Secretary of the Basel, Rotterdam and Stockholm conventions would be accountable to the Executive Secretary of the Minamata Convention for the provision of the shared services. This model, like the consolidation of services model, could undermine the accountability of the management of the Minamata Convention to the Parties and infringe upon its autonomy.

VIII. Purchase of services on a cost-recovery basis

24. Under the cost-recovery model, the scope of services to be purchased and the related resource implications are agreed upon between the Minamata Convention secretariat and the secretariat of the Basel, Rotterdam and Stockholm conventions and presented in proposed budgets for the consideration and approval of the Conference of the Parties to the Minamata Convention. At the time of writing of the present proposal, it had been determined that the Minamata Convention required services for meetings of its Conference of the Parties and it had also been agreed with the Secretariat of the Basel, Rotterdam and Stockholm Conventions that the estimated cost of those services was \$270,000.

25. The assessment conducted by UNEP showed that benefits could be realized by providing services to the Conference of the Parties without undermining the key principles and considerations discussed above. Subsequent revisions to the services required and to the associated costs would be made in future budget periods to reflect any changes. The option of purchasing services on a cost-recovery basis is the most cost-effective, and generates benefits from synergies of experience and proximity. The cyclical nature of the spike in requirements for outsourced services to support meetings of the Conference of the Parties to the Minamata Convention, which take place once every two years, does not warrant the establishment of new permanent structures or require the transfer of half the

staffing resources funded by the parties to the Minamata Convention to the Basel, Rotterdam and Stockholm conventions.

IX. Other considerations

26. It was determined through the review that the greatest synergy in service-sharing could be achieved in the area of meetings of the Conference of the Parties. Certain types of services were excluded from the assessment for a variety of reasons. For example, knowledge management is partly dependent on current software licences and their related costs and on compliance with United Nations corporate information technology frameworks, which are determined by the chief information technology officer rather than by the secretariat of the Basel, Rotterdam and Stockholm conventions. In the case of legal services, the Corporate Services Division of UNEP provides administrative corporate legal advice, and the UNEP Law Division has the required expertise and knowledge on international legal agreements and a specialist legal advisor who performs the required functions at intergovernmental meetings. Legal professionals are therefore retained in each secretariat only to support the very specific needs of each convention and mandate.

27. UNEP recommends that other modes of cooperation be explored that do not require structural reorganization and that will therefore maintain the autonomy of the respective secretariats, with minimal additional budgetary implications. The establishment of inter-secretariat working groups or task forces to address specific aspects of substantive or administrative services would be beneficial to both secretariats. For example, the legal teams from the two secretariats could collaborate through such a joint task force, which would facilitate the sharing of expertise without the need to radically change administrative arrangements.

X. Conclusion

28. Based on the review, it has been concluded that the purchase of services by the secretariat of the Minamata Convention from the Secretariat of the Basel, Rotterdam and Stockholm Conventions on a cost-recovery basis is the most cost-effective option, as shown in the table below, and generates benefits from synergies of experience and proximity. The cost-recovery model does not require structural reorganization, and therefore maintains the autonomy of the respective secretariats. The cyclical nature of the services required to support meetings of the Conference of Parties, which take place every two years, does not warrant the establishment of new permanent structures or require the transfer of half the staffing resources funded by the parties to the Minamata Convention and to the Basel, Rotterdam and Stockholm conventions.

XI. Summary of indicative incremental costs

29. The table below reflects the summary of indicative incremental costs for each model considered during the assessment. Further details on the breakdown of the cost of meetings of the Conference of the Parties under the three models are presented in annex II.

	<i>Meeting of COP</i>	<i>Indicative savings</i>	<i>Staff costs</i>	<i>Total</i>
Consolidation model	228 000	–	507 000	735 000
Redeployment of staff from MC to BRS secretariats:	270 000	(354 000)	629 000	545 000
Cost-recovery model	270 000	–	–	270 000

Abbreviations: COP – Conference of the Parties; BRS – Basel, Rotterdam and Stockholm conventions; MC – Minamata Convention.

Annex I

A. **Proposal for shared services through redeployment of staff from the secretariat of the Minamata Convention to the Secretariat of the Basel, Rotterdam and Stockholm Conventions**

1. The items listed below represent service areas that could be explored for sharing arrangements throughout the biennium 2020–2021. Where Minamata Convention resources were allocated to shared services, the resources would become a part of a much larger team that would provide services to the secretariat of the Minamata Convention as well as to the secretariat of the Basel, Rotterdam and Stockholm conventions. Estimated human resource requirements and their respective costings are provided below. Non-staff costs are included in the budget proposal of the Executive Secretary of the Minamata Convention for the biennium 2020–2021.

2. **Conference and meeting services:** These services encompass many activities for various types of meetings, i.e., meetings of the conferences of the parties, regional meetings, Bureau meetings, and in some cases, meetings of technical groups, as follows:

(a) *Logistics management* involves a wide range of services: identification and procurement of the venue; definition of the number of meeting rooms and relevant equipment required; catering and security arrangements; preparation of information and logistics notes; logistical support during the meeting, including making sure that equipment and name plates are in place in meeting rooms and that meeting rooms are arranged as requested; preparation of technical specifications for the procurement of goods and services, including preparation of terms of reference and review of technical requirements; management of vendors and monitoring of service delivery.

(b) *Participant management* involves the following services: sending out of invitation letters; creation of an online platform for participant registration; receipt of nomination letters and preparation of lists for the different categories of participants (e.g., funded, non-funded, observers); approval of participants and sending out confirmation letters and visa support letters, as applicable; raising and certification of travel requests and expense claims in Umoja; requests to the United Nations travel unit for itineraries and ticketing and related correspondence with participants; registration of participants at the meeting, including badge delivery; preparation, submission and oversight of requests for daily subsistence allowance for funded participants; and preparation of lists of participants.

(c) *Document management* involves the following services: submission of completed documents to the English Language Unit at the United Nations Office at Nairobi for formal processing, editing and translation (for which the Minamata Convention will have completed programmatic, legal and policy review; documents to be cleared by the Minamata Convention Executive Secretary); checking of translations by staff with appropriate language abilities; checking of edits proposed by the English Language Unit at the United Nations Office at Nairobi with the author(s) of the specific documents and the Minamata Convention Executive Secretary; tracking of pre-session, in-session and post-session progress of document processing by the Division of Conference Services and uploading the final versions of the documents to the website of the Convention.

3. **Capacity-building and technical assistance:** This work is ordinarily part of the core responsibilities of the secretariats, except for the possible overlap of work involving the Basel and Stockholm convention regional centres and mercury waste activities that could be provided through a shared service arrangement. This would involve shared arrangements with the regional centres and the development and deployment of training and technical assistance activities to support Party efforts to implement the mercury waste-related provisions of the respective conventions. In addition, the Minamata secretariat could engage in programmatic collaboration with the secretariat of the Basel, Rotterdam and Stockholm conventions on scientific and technical work of mutual benefit to the conventions involved.

4. **Knowledge and information management and outreach:**

(a) *Communications, outreach and public awareness* includes the design, management and implementation of a communications strategy and relevant activities to guide outreach activities, including media engagement and press releases; development of website content; photographic and social media coverage; graphic design support; promotional materials, including exhibitions at conferences of the parties and other relevant meetings; and communications campaigns. This work

will also involve a campaign to include a strong visual identity with related branding to promote the Minamata Convention.

(b) *Knowledge and information management* includes compiling information exchange needs in accordance with Article 17 of the Convention; identifying potential sources of information; developing and implementing an information exchange strategy for the Convention; designing and implementing a knowledge management system and interactive databases, which includes management of parties' reports under Article 21 of the Convention; preparing meeting documents and correspondence; tracking the status of ratifications and accessions; managing focal points and country contacts; managing meeting and publications databases; record-keeping; and website development and maintenance.

5. **Administrative services and budget preparation** includes the financial and administrative functions of the secretariat, such as human resources management; costing of the programme of work; budgeting; contractual arrangements with service providers and consultants; and procurement, which could be performed under shared services.

6. **Legal services** include legal advisory functions for the Conference of the Parties and the Bureau; legal clearance of documents and draft decisions; drafting and revision of rules of procedure and other rules; and review of credentials. Also included are legal advisory services for the Convention, individual parties and stakeholders and the Executive Secretary; compliance and governance matters; obligations of parties; legal and policy matters with respect to the implementation and further development of the Convention; and corporate legal services, encompassing legal issues related to procurement, purchasing and contracts, and the drafting, review, negotiation and clearance of agreements. Special support is provided to the work of the Implementation and Compliance Committee.

7. **Office maintenance and services** includes information technology services only. The technical lead for policy and standards oversight is the enterprise solutions section of the Corporate Services Division of UNEP. It is understood that the secretariat of the Basel, Rotterdam and Stockholm conventions is and will remain fully compliant with existing policies and standards. The scope, type and pricing of services will be agreed between the secretariat of the Basel, Rotterdam and Stockholm conventions and the secretariat of the Minamata Convention. This cluster deals with the infrastructure and services covering information technology, namely personal computers and mobile devices, standard software packages, network and Internet connectivity, centralized data storage and backup, purchase of computers and related equipment, photocopiers and network printers, videoconferencing, webinars, remote access services, wireless services, hosting of servers and websites, information technology help desk, network administration and configuration, information technology servicing at meetings and network security services.

8. Section B of Annex I to the present proposal provides staff costs as presented in the Executive Secretary's budget proposal for the biennium 2020–2021, and an indication of which costs could be allocated to shared services with the Secretariat of the Basel, Rotterdam and Stockholm Conventions.

B. Funding of positions for redeployment of staff from the secretariat of the Minamata Convention to the secretariat of the Basel, Rotterdam and Stockholm conventions

A. Funded by the Minamata Convention Trust Fund	<i>All posts</i>	<i>Transfer to BRS</i>	<i>Remain in MC</i>
D1 – Executive Secretary	565 496	–	565 496
P5 – Coordination and policy	507 409	–	507 409
P4 – Science and technology	435 654	–	435 654
P4 – Capacity-building and technical assistance	435 654	435 654	–
P4 – Programme Officer	435 654	–	435 654
P3 – Legal Officer	359 628	359 628	–
P3 – Communications Officer	359 628	–	359 628
P3 – Knowledge management	359 628	359 628	–
P3 – Programme Officer	359 628	–	359 628
G6 – Administrative Assistant	275 065	–	275 065
G5 – Programme Management Assistant	275 065	–	275 065
G5 – Public Information Assistant	275 065	275 065	–
G4 – Team Assistant	275 065	275 065	–
G4 – Team Assistant	275 065	275 065	–
Temporary support for COP4	270 000	270 000	–
SUB-TOTAL Minamata Convention Trust Fund	5 463 704	2 250 105	3 213 599
B. Funded by programme support costs			
P4 – Administrative officer	435 654	435 654	–
G6 – Administrative assistant	275 065	275 065	–
SUB-TOTAL PROGRAMME SUPPORT COST FUNDED	710 719	710 719	–
GRAND TOTAL	6 174 423	2 960 824	3 213 599

Abbreviations: BRS – Basel, Rotterdam and Stockholm conventions; MC – Minamata Convention; COP4 – the fourth meeting of the Conference of the Parties to the Minamata Convention.

C. Distribution of positions proposed for redeployment of staff from the secretariat of the Minamata Convention to the secretariat of the Basel, Rotterdam and Stockholm conventions

<i>Position and level</i>	<i>Budgeted MC</i>	<i>Earmarked for BRS</i>	<i>Remain with MC</i>
D1 – Executive Secretary	1	–	1
P5 – Coordination and policy	1	–	1
P4 – Science and technology	1	–	1
P4 – Capacity-building and technical assistance	1	1	–
P4 – Programme Officer	1	–	1
P4 – Administrative Officer	1	1	–
P3 – Legal Officer	1	1	–
P3 – Communications Officer	1	–	1
P3 – Knowledge management	1	1	–
P3 – Programme Officer	1	–	1
G6 – Administrative Assistant	2	1	1
G5 – Programme Management Assistant	1	–	1
G5 – Public Information Assistant	1	1	–
G4 – Team Assistant	2	2	–
TOTAL	16	8	8

Abbreviations: BRS – Basel, Rotterdam and Stockholm conventions; MC – Minamata Convention.

Annex II

Services in support of the Minamata Convention for meetings of the Conference of the Parties

The table below reflects the list of activities included in the proposed programme of work of the Minamata Convention for the biennium 2020–2021, following the programmatic format of the secretariat of the Basel, Rotterdam and Stockholm conventions and as established in the financial rules of the Minamata Convention. The table shows the cost increase that would be incurred for biennial meetings of the Conference of Parties under (a) the consolidation model and (b) the staff redeployment and cost-recovery models.

	<i>Activities</i>	<i>Consolidation model</i>	<i>Staff redeployment & cost-recovery models</i>
A	Management oversight	–	8 500
B	Registration and travel		
	Participants' management coordination	–	13 453
	Registration for Governments	67 265	67 265
	Registration for observers	47 086	47 086
	Travel arrangements and daily subsistence allowance	8 745	8 745
	Records (customer relations management, Indico)	28 251	28 251
		151 347	164 800
C	Logistics coordination	38 678	38 678
D	Information technology and paperless	28 699	28 699
E	Documents control and legal		
	Documents management	–	4 443
	Reports management	–	4 443
	Documents control	–	6 727
	Legal clearance	–	4 443
	Contingency	9 267	9 267
		9 267	29 323
	Grand total	227 991	270 000

Annex III

UNEP administrative services in support of the Minamata Convention

A. Policy, guidelines and procedures

1. All policies concerning administrative arrangements are governed by the resolutions of the United Nations General Assembly and of the governing body of the United Nations Environment Programme (UNEP). The Financial Regulations and Rules of the United Nations, supplemented by the financial procedures and rules of the multilateral environmental agreements, ensure the effective and efficient use of resources in accordance with the purposes for which funds are provided and within authorized limits and available income. The Financial Regulations and Rules of the United Nations also regulate the procurement activities of the organization.

2. The Staff Regulations and Rules of the United Nations set the framework within which the personnel of UNEP, including the various categories of staff members, consultants and independent contractors, are recruited and administered. The policies of the United Nations Secretariat supplement and provide details on the implementation of resolutions and regulations. The policies are embodied in United Nations administrative issuances, such as bulletins issued by the Secretary-General, administrative instructions and information circulars, which may be further interpreted and translated into guidelines and procedures for day-to-day operations.

B. Human resources

3. Recruitment, staff administration, training and performance management.

(a) *Talent acquisition and management*: developing staffing plans and implementing related recruitment activities, namely classification, vacancy announcements, assessments, evaluations, review and selection.

(b) *Staff administration*: onboarding, administering contracts, processing entitlements and benefits; reviewing and updating dependency status and leave records; lateral movements, separation from service and related functions; administering end-of-service and post-retirement benefits, including pension fund deductions and after-service health insurance scheme.

(c) *Staff development and training*: mandatory training of personnel on issues such as security, ethics and integrity, competency-based interviewing skills, management development programme and related functions; identification of capacity-building needs to provide opportunities for continuous learning with a view to building a multi-skilled workforce and promoting career development for staff.

(d) *Performance management*: implementing and monitoring compliance with performance management policies, processes and tools such as Inspira, to reward, recognize and retain staff and to address underperformance; supporting rebuttal process guidance and conducting training on writing workplans and performance assessments; managing the financial disclosure programme.

C. Finance

4. *Budgeting/fund management*: review of budget documents presented to the governing bodies; advising staff, management and governing bodies on the use of financial resources; creating, maintaining and closing trust funds.

5. *General accounting/financial statements*: signing consolidated financial statements (Executive Director of UNEP); signing extracts from the consolidated financial statements (officials of the United Nations Office at Nairobi); maintenance of accounts and preparation of financial statements, including the programme support account; processing accounting entries and adjustments, including donor refunds; year-end accruals; statutory reporting and providing support to the annual external audit.

6. *Payments/expenditures*: processing payments to implementing partners, consultants, vendors and meeting participants; monitoring advances and recording expenditures from financial reports received from implementing partners.

7. *Payroll*: processing the payment of salaries, entitlements and related advances and maintaining payroll accounts.
8. *Contributions/cash management*: accepting contributions from the parties (UNEP Executive Director); issuing invoices to parties; recording and monitoring contribution receivables and processing contributions upon receipt of payments; reconciling applied deposit accounts.
9. *Treasury functions*: receipt and disbursement of funds; house bank management and bank reconciliations; maintenance of banking details for staff, vendors, implementing partners and consultants; investment of UNEP funds in the appropriate products (treasury at United Nations Headquarters).

D. Oversight

10. Coordinating internal audits, investigations and inspections and external audits.
11. Coordinating audits, inspections and evaluations undertaken by the Office of Internal Oversight Services.

E. Legal

12. Legal advice, opinions and representation through the internal justice system, including advisory services and representation; corporate legal advice and institutional support; representing the organization before the Management Evaluation Unit with regard to requests filed by staff members.
13. Representing the organization at the United Nations Dispute Tribunal and providing support to the Office of Legal Affairs with regard to appeals filed before the United Nations Appeals Tribunal.
14. Negotiating settlements of claims; providing legal support and advice in mediation, conciliation and arbitration; legal and institutional support in disciplinary procedures; providing legal advice in cases of alleged misconduct and during relevant investigations.
15. Reviewing and clearing host country agreements and legal instruments in accordance with the Delegation of Authority Policy and the Framework for the Management and Administration of Multilateral Environmental Agreements of UNEP.
16. Providing legal advice on human resources issues, such as interpreting the Staff Regulations and Rules, advice on outside activities, separation from employment and settlements.

F. Support services

17. *Contracts and procurement*: supervising procurement-related functions and providing advice on procurement proposals of significant financial or operational impact; reviewing the proposed strategy/approach to best serve the interests of the Programme; providing oversight for service providers; providing representation at the Procurement Network of the High-Level Committee on Management on the development of policies and procedures; liaising with the contracts committee to prepare and present cases for approval and addressing follow-up queries; general contract administration services, including contract amendment, extension or closure.
18. *Inventory/asset management*: providing services to manage inventory of equipment and assets, including bar coding, maintaining records and tracking movement of items, conducting physical inventories and processing the disposal of obsolete and unserviceable items.
19. *Travel, shipping and visas*: providing advice on developments in Secretariat travel policies and procedures; management of travel agent contract and airline negotiations; shipping services, handled through external contractors and including all aspects of incoming and outgoing official shipments of organizational goods and property as well as staff members' personal effects during recruitment, transfer and separation.
20. *Host country relations*: administering the hosting agreement with the country of the duty station; re-entry passes for staff and dependents, consultants and interns; duty-free import of goods and fuel; tax exemptions; registration of vehicles, issuance/renewal of driving licenses and transfer of ownership; processing special visa requests in emergency situations and for very important persons.
21. *Facilities management*: providing a comfortable and efficient working environment for staff and visitors by maintaining office premises, including gardens and parking areas; managing utilities and maintaining security systems.

22. *Archives/document management*: advising on and overseeing the implementation of policies for the management of archives in accordance with established archival standards and practices.

G. Enterprise resource programme Umoja

23. Advising on all aspects of workflow analysis, business process re-engineering and organizational transformation; managing core transformational activities connected to the Umoja implementation and system life cycle; providing training and guidance on Umoja functionality, access and modality for the execution of administrative processes; managing administrative costs associated with services provided by the United Nations Office at Nairobi and the United Nations Office at Geneva, especially services previously delivered through the now defunct operations service centre (travel, payment of invoices, human resources/consultant services).

H. Enterprise risk management and internal controls

24. Implementation, monitoring and development of the United Nations Secretariat enterprise risk management policy and framework; advice on developments and activities related to the enterprise risk management life cycle; liaising with the department of management at United Nations Headquarters for all issues relating to enterprise risk management, internal controls, and the implementation and update of related plans.

I. Information and communications technology

25. Oversight to ensure compliance with information and communications technology policy and standards.

26. Computing, telecommunications, office automation and infrastructure support, including for electronic mail, as well as consulting, advisory and help desk services.

27. Managing information and communications technology infrastructure and services, including by supporting the procurement of equipment and software licenses and the application of relevant policies; access to corporate internet/intranet and mail systems.

28. Software development and maintenance, including providing tactical, operational and strategic advice while considering the specific needs of the office; managing the cost-effectiveness of outsourced and in-house services; providing customized or off-the-shelf software applications to support specific needs.

29. Help desk services, including local and global staff support to resolve computer-related challenges in operating the enterprise applications of the organization.