



**MEMORANDUM OF UNDERSTANDING  
ON THE CONSERVATION OF  
MIGRATORY SHARKS**

CMS/Sharks/MOS4/Doc.12.1  
3 January 2023  
Original: English

4<sup>th</sup> Meeting of the Signatories (Sharks MOS4)  
Bonn, 28 February – 2 March 2023  
Agenda Item 12

**DRAFT PROGRAMME OF WORK (2023-2025)**

*(Prepared by the Secretariat)*

1. The Annex contains a draft Programme of Work (POW), that lists activities that the Secretariat suggests to be undertaken within the next triennium (2023-2025). The POW is aimed at guiding Signatories, the Advisory Committee (AC), the Conservation Working Group (CWG), Cooperating Partners, and the Secretariat.
  2. This document marks a significant departure from the previous POW (2019-2022), as it has been prepared in a quite different way:
    - It is divided into two sections: (1) core tasks of the Secretariat and the AC and (2) conservation activities to be funded by extra-budgetary resources.
    - The total amount of staff time available per staff member has been calculated for the triennium and the amount of time required for each activity has been estimated. This allows for a calculation of the staffing required to implement the activities agreed by the Signatories.
- Both new aspects will be explained in detail below.
3. A review of the implementation of the Programme of Work for the previous triennium (2019-2021) will be undertaken after reviewing the National Reports from Signatories outlining activities undertaken during the past triennium. As such, since reports are to be submitted by 29 January 2023, this review will be published in February 2023 as [CMS/Sharks/MOS4/Doc.12.2](#).
  4. Thereafter, the Secretariat will consider whether any of the ongoing or not fully implemented activities from the previous POW need to be carried across and whether this document requires revision accordingly. Such revision would be published February 2023 as required.
  5. This document should be discussed in the context of the proposed budget for the next triennium ([CMS/Sharks/MOS4/Doc.14.2](#)) to ensure appropriate staffing levels.

**Distinction between core tasks and extra-budgetary conservation activities**

6. The Secretariat has included the following activities in the draft POW (2023-2025):

**Section 1: Core tasks of the Secretariat and the Advisory Committee**

- Core, mandated tasks of the Secretariat as per its Terms of Reference (TOR);
- Core tasks of the AC, with support from the CWG, as per their TOR.

**Section 2: Extra-budgetary Conservation Activities**

- New activities that are recommended to MOS4 by the AC and Signatories (see agenda items 10 and 11) or which the Secretariat has secured funding for already.
7. The structural changes to the POW are in line with changes introduced to the draft budget ([CMS/Sharks/MOS4/Doc.14.2](#)) to differentiate between mandated core tasks that are to be funded by the core budget and extra-budgetary activities, which will require additional funding separate from that contained in the budget.
  8. Core tasks are essential activities of the Secretariat and the AC to keep the MOU operational. These are based on their respective TOR and remain largely unchanged from the previous triennium.
  9. Regarding extra-budgetary activities, there are a number of conservation activities recommended by the AC and by Signatories, most of which are presented in detail in agenda items 10 and 11, as outlined below:
    - **10.1** Single Species Action Plan for Angelshark in the Mediterranean Sea ([CMS/Sharks/MOS4/Doc.10.1](#))
    - **10.2** Development of a conservation strategy and action plans for pelagic sharks and rays ([CMS/Sharks/MOS4/Doc.10.2](#))
    - **10.3** Development of a conservation strategy and action plans for rhino rays ([CMS/Sharks/MOS4/Doc.10.3](#))
    - **10.4** Important Shark and Ray Areas (ISRAs) ([CMS/Sharks/MOS4/Doc.10.4](#))
    - **10.5** Regional prioritization of shark and ray species listed in Sharks MOU Annex 1 and CMS Appendices ([CMS/Sharks/MOS4/Doc.10.5](#))
    - **10.6** Improving reporting of landings data for species listed in Annex 1 of the Sharks MOU ([CMS/Sharks/MOS4/Doc.10.6](#))
    - **10.7** Reviewing fisheries-induced mortality of shark and ray species listed in Sharks MOU Annex 1 and CMS Appendices ([CMS/Sharks/MOS4/Doc.10.7](#))
    - **11.2** Global compendium of the conservation status and management measures of sharks ([CMS/Sharks/MOS4/Doc.11.2](#))
  10. Pending the outcome of discussions on these items, the Secretariat has included these activities in this draft. During this meeting, the Secretariat will update the draft POW following the decisions taken by the Signatories.

### Calculating staffing requirements

11. Estimates of Secretariat staff time required for the implementation of each activity have been added to the draft POW to facilitate decisions regarding the staffing complement required and the prioritization of the activities.
12. In preparing this POW, the Secretariat has made an effort to calculate the time required to implement the various tasks, divided by P and G staff. These have been converted to “net working days” and calculated based on a five-day work week and deduction of annual mandated days off (annual leave (30 days), local public holidays (10 days), mandatory training (5 days), estimated sick leave (5 days), and estimated time spent contributing to the wider CMS Secretariat (weekly staff meetings, monthly strategy meetings and retreats (26 days), on CMS Family staff and intern recruitment panels (5 days of P staff only), and contribution to CMS briefings, background documents, press articles, etc. (10 days of P staff only).
13. Based on the calculations contained in the paragraph above and multiplying from one year to a triennium, the maximum number of working days available for the implementation of the Sharks MOU POW during a triennium is **510** for P staff and **230** for G staff<sup>1</sup>.

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<sup>1</sup> Assuming G staff continue to work part time (50%) which equals 4 hours per working day.

14. Based on prior experience, it is calculated that the overall staff time required to implement the core tasks of the Secretariat over the triennium, as included in Section 1 of the draft POW, will be approximately **472-502** working days of P staff (between 92.5 and 98.4% of a full-time position) and **231** working days of G staff (100.1% of the existing part time position).
15. At the current staffing level, this would leave, for the whole triennium, between 8 and 38 working days of P staff time for the delivery of extra-budgetary activities. The available working time of the G staff would be fully consumed.
16. Therefore, to implement **the extra-budgetary** tasks included in the current draft, additional staff would be required. Once Section 2 of the POW is finalized, it will be possible to calculate how much additional staff time is required.

### **Funding the extra-budgetary activities**

17. This document attempts to calculate the amount of Secretariat time that is available and would be required to implement both the core and extra-budgetary activities outlined. However, it should be noted that much time will also be required from others, especially for the extra-budgetary activities. The AC members, who dedicate their time voluntarily, will be required to spend many weeks working on these tasks. Cooperating Partners will also put their own time into many of these activities.
18. The implementation of conservation activities is a key component of the MOU. To implement these, additional financial resources will be required, both to ensure enough staff are available to administer the activities and to pay for the activities themselves. Signatories may earmark voluntary contributions to the implementation of specific activities in the POW. In addition, the Secretariat will send out calls for funding of these extra-budgetary activities regularly in addition to sending invoices to cover costs of the core budget.

### **Structure of the POW**

19. As in POW 2019-2021, the table contains numbered activities and additional columns to provide information on:
  - the underlying mandate to perform the activity;
  - the level of priority (high or medium);
  - the time frame for the implementation of the activity;
  - the responsible entity for implementation;
  - availability of funds or funding requirements;
  - staffing requirements, presented as estimated working days that P and G staff would have to dedicate for the implementation of the activity.

### Action requested:

20. The Meeting is requested to:
  - a) Review the draft POW in the Annex, make changes as required, complete the POW based on activities agreed under agenda items 10, 11, and 14, and adopt the new POW for the triennium 2023-2025.

## DRAFT PROGRAMME OF WORK (2023-2025)

## Section 1: Core tasks of the Secretariat and the Advisory Committee

No.	Activity	Mandate <sup>2</sup>	Priority ranking <sup>3</sup>	Time frame <sup>4</sup>	Responsible entity <sup>5</sup>	Funding needs	Estimated Secretariat staff required for implementation (working days per 3 years)
<b>Cooperation and Partnerships</b>							
1	Contribute to preparing and holding CMS COP14 <sup>6</sup> , CMS SCS <sup>7</sup> , Sc-ScC <sup>8</sup>	SEC TOR	core	2023-2025	SEC AC	core budget	P staff: 75
2	Provide comments on proposals for the inclusion of shark and ray species in the Appendices of CMS to the CMS Scientific Council and Conference of the Parties.	AC TOR	core	2023	AC	core budget	No significant working time expected
3	Strengthen synergies and establish partnerships with relevant organizations (including MEAs, RFBs, IUCN SSC SSG, and NGOs).	SEC TOR	core	2023-2025	SEC AC	core budget	P staff: 30
<b>Outreach</b>							
4	Inform and raise awareness about the Sharks MOU in accordance with the Communication and Awareness raising Strategy of the Sharks MOU.	SEC TOR	core	2023-2025	SEC	To a limited extent included in the core budget	P staff: 15 G staff: 5

<sup>2</sup> Conservation Plan (CP), Terms of Reference of the Advisory Committee (AC TOR), Terms of Reference of the Secretariat (SEC TOR)

<sup>3</sup> Core Secretariat activities and suggested priorities (High, Medium)

<sup>4</sup> Year(s) during which activity should be implemented

<sup>5</sup> Signatories (SIG), Advisory Committee (AC), Secretariat (SEC), Conservation Working Group (CWS), Consultants, Cooperating Partners (Coop)

<sup>6</sup> 14th Conference of the Parties to the Convention on the Conservation of Migratory species of Wild Animals

<sup>7</sup> 6<sup>th</sup> Meeting of the Sessional Committee of the Scientific Council

<sup>8</sup> 7<sup>th</sup> Meeting of the Sessional Committee of the Scientific Council

No.	Activity	Mandate <sup>2</sup>	Priority ranking <sup>3</sup>	Time frame <sup>4</sup>	Responsible entity <sup>5</sup>	Funding needs	Estimated Secretariat staff required for implementation (working days per 3 years)
5	Encourage all Range States to join CMS and become Signatories to the MOU.	SEC TOR	core	2023-2025	SEC	core budget	P staff: 3
6	Represent the MOU at meetings of other intergovernmental agreements to facilitate the achievement of the objectives of the MOU.	SEC TOR	core	2023-2025	SEC	core budget	P staff: 60
<b>Support for Meetings (MOS, AC and WG)</b>							
7	Prepare and hold the 5 <sup>th</sup> Meeting of the Signatories	SEC TOR	core	2025	SEC AC	core budget	P staff: 120 G staff: 120 <sup>9</sup>
8	Prepare and hold the 4 <sup>th</sup> Meeting of the Advisory Committee	SEC TOR	core	2023	SEC AC	core budget	P staff: 35 G staff: 30
9	Prepare and hold the 5 <sup>th</sup> Meeting of the Advisory Committee	SEC TOR	core	2025	SEC AC	core budget	P staff: 35 G staff: 30
<b>Support for the Advisory Committee</b>							
10	Assist the Chair of the AC as required to facilitate the work of the Committee and the preparation of meeting documents.	SEC TOR	core	2023-2025	SEC	core budget	P staff: 36 G staff: 12
<b>Staff Management</b>							
11	Recruiting and supervising staff and interns	SEC TOR	core	2023-2025	SEC	core budget	P staff: 30 G staff: 10
<b>Budget Management</b>							
12	Overseeing the budget and reporting	SEC TOR	core	2023-2025	SEC	core budget	P staff: 9 G staff: 12

<sup>9</sup> This includes staff time of 2-3 additional staff members of the Conference Service Team, including staff members specialized in processing documents, translations, travel or participants etc.; the Sharks MOU funded G staff will support the team with other tasks to compensate for the time provided to the MOU. See document [CMS/Sharks/MOS4/Doc.14.2](#) for further explanations.

No.	Activity	Mandate <sup>2</sup>	Priority ranking <sup>3</sup>	Time frame <sup>4</sup>	Responsible entity <sup>5</sup>	Funding needs	Estimated Secretariat staff required for implementation (working days per 3 years)
13	Fundraising for the core budget <sup>10</sup>	SEC TOR	core	2023-2025	SEC	core budget	P staff: 9 G staff: 12
14	Fundraising for the extra-budgetary activities	SEC TOR	core	2023-2025	SEC	core budget	P staff: 15-45 <sup>11</sup>
<b>Total staff time required to implement Section 1 of the POW: Core tasks of the Secretariat and the Advisory Committee</b>							<b>P staff: 472-502 G staff: 231</b>

<sup>10</sup> Invoicing Signatories.

<sup>11</sup> Time required for fundraising depends on the nature of funding opportunities and may vary significantly.

## Section 2: Extra-budgetary Conservation Activities

No.	Activity	Mandate <sup>12</sup>	Priority ranking <sup>13</sup>	Time frame <sup>14</sup>	Responsible entity <sup>15</sup>	Funding needs	Estimated Secretariat staff required for implementation (working days per 3 years)
<b>Species Conservation/Habitat Conservation</b>							
<b>1. Single Species Action Plan for the Angelshark in the Mediterranean Sea</b> (see <a href="#">CMS/Sharks/MOS4/Doc.10.1</a> )							
1.1	Join the International Working Group for the Mediterranean, ideally with one government Focal Point and one technical Focal Point for each Range State. In doing so, Signatory Focal Points are encouraged to liaise with CMS Focal Points.	MOS4 decisions, Outcome 3.8	tbd	2023	SIG, AC, SEC		see 1.3
1.2	Provide coordination or financial support to pay for the coordination of the International Working Group for the Mediterranean.	MOS4 decisions, Outcome 3.8	tbd	2023-2025	SIG, (SEC: if funds were provided through the Secretariat)	Funding for part-time position (ca. 2.5 days per months) <b>€6,000</b> per year or in kind by government	<b>P staff 16<sup>16</sup></b> <b>G staff: 6</b> (managing donor and project agreements)
1.3	Assist the International Working Group by providing the platform for communication and facilitating meetings upon request.	MOS4 decisions, Outcome 3.8	tbd	2023-2025	SEC		<b>P staff: 30</b> <b>G staff: 9</b>

<sup>12</sup> Conservation Plan (CP), Terms of Reference of the Advisory Committee (AC TOR), Terms of Reference of the Secretariat (SEC TOR)

<sup>13</sup> Core Secretariat activities and suggested priorities (High, Medium)

<sup>14</sup> Year(s) during which activity should be implemented

<sup>15</sup> Signatories (SIG), Advisory Committee (AC), Secretariat (SEC), Conservation Working Group (CWS), Consultants, Cooperating Partners (CooP)

<sup>16</sup> If Range States decide to provide funding to the Secretariat to organize the coordination IWG, staff time must be invested

No.	Activity	Mandate <sup>12</sup>	Priority ranking <sup>13</sup>	Time frame <sup>14</sup>	Responsible entity <sup>15</sup>	Funding needs	Estimated Secretariat staff required for implementation (working days per 3 years)
1.4	Support Signatories with expert advice and implementation of conservation activities.	MOS4 decisions, Outcome 3.8	tbd	2023-2025	AC, Coop	Subject to funding	No significant working time expected
1.5	Undertake projects to implement the objectives of the SSAP Angelshark Med.	MOS4 decisions, Outcome 3.8	high	2023	SEC, Coop	<b>€60,000</b> (funding has been secured)	<b>P staff: 20</b> <b>G staff: 5</b> (managing donor and project agreements)
<b>2. Development of a Conservation Strategy and Regional Action Plans for Pelagic Sharks and Rays</b> (see <a href="#">CMS/Sharks/MOS4/Doc.10.2</a> )							
2.1	Provide technical support to the IUCN SSC SSG, including sharing relevant information and expertise and participating in expert workshops and/or conservation planning meetings and processes.	MOS4 decisions, CP 1.3 & 3.2	tbd	tbd	AC, SIG, (SEC: if funds were provided through the Secretariat)	<b>€10,000</b> (per meeting for AC travel)	<b>P staff: 0.5</b> <b>G staff: 0.5</b> (managing travel)
2.2	Provide funding to support the development of a global conservation strategy and regional action plan for pelagic sharks and rays, with an initial regional focus on the Indian Ocean.	MOS4 decisions, CP 1.3 & 3.2	tbd	tbd	AC, SIG, (SEC: if funds were provided through the Secretariat)	<b>€250,000</b> (project funds for the Indian Ocean region)	<b>P staff: 5</b> (raising funds, managing donor agreement (s))
2.3	Liaise with the IUCN SSC SSG on the development of a global conservation strategy and regional action plans for pelagic sharks and rays.	MOS4 decisions, CP 1.3 & 3.2	tbd	tbd	SEC		<b>P staff: 5</b>



No.	Activity	Mandate <sup>12</sup>	Priority ranking <sup>13</sup>	Time frame <sup>14</sup>	Responsible entity <sup>15</sup>	Funding needs	Estimated Secretariat staff required for implementation (working days per 3 years)
2.4	Provide support to the IUCN SSC SSG for the implementation of the initiative in the Indian Ocean (and other regions should funds become available).	MOS4 decisions, CP 1.3 & 3.2	tbd	tbd	SEC	(see 2.2)	<b>P staff: 20</b> <b>G staff: 5</b> (managing project and funding agreement(s))
<b>3. Development of a conservation strategy and action plans for rhino rays</b> (see <a href="#">CMS/Sharks/MOS4/Doc.10.3</a> )							
3.1	Provide technical support to the IUCN SSC SSG, including sharing relevant information and expertise and participating in regional conservation planning meetings and processes.	MOS4 decisions	tbd	tbd	AC, SIG	<b>€3,000-6,000</b>  (for AC travel per meeting)	<b>P staff: 0.5</b> <b>G staff: 0.5</b> (managing travel of AC members)
3.2	Liaise with the IUCN SSC SSG on the development of a global conservation strategy and regional action plans for rhino rays.	MOS4 decisions	tbd	2023	SEC		<b>P staff: 5</b>
3.3	Provide support to the IUCN SSC SSG for the implementation of the initiative in the Indo-West Pacific region.	MOS4 decisions	tbd	2023	SEC	Funding is available for the Indo-West Pacific region.	<b>P staff: 25</b> <b>G staff: 5</b> (managing donor and project agreements, organizing and holding meetings)

No.	Activity	Mandate <sup>12</sup>	Priority ranking <sup>13</sup>	Time frame <sup>14</sup>	Responsible entity <sup>15</sup>	Funding needs	Estimated Secretariat staff required for implementation (working days per 3 years)
3.4	Provide financial support to regional Range State workshops and development of regional action plans.	MOS4 decisions, CP:4.1	tbd	tbd	SIG, (SEC if funds were provided through the Secretariat)	<b>Approx. €40,000</b> (required for development of action plan; ca. €30,000 to host regional workshop, funding was already made available for the Indo-West Pacific region)	<b>P staff: 25</b> <b>G staff: 5</b> (per workshop: raising funds, managing donor and project agreements, organizing and holding meeting)
3.5	Provide capacity-building workshops on rhino ray identification for key stakeholder groups.	MOS4 decisions, CP:4.1	tbd	tbd	SIG (with support from IUCN SSC SSG)	Costs might occur for Signatories to host workshops	No involvement
<b>4. Important Shark and Ray Areas (ISRAs)</b> (see <a href="#">CMS/Sharks/MOS4/Doc.10.4</a> )							
4.1	Promote the ISRA initiative in relevant fora, including, but not limited to CMS, CBD, FAO, RFMOs, RSCs and APs.	MOS4 decisions, CP 1.5	tbd	tbd	SEC, SIG, Coop		<b>P staff: 3</b> (e.g., developing policy documents)
4.2	Liaise with the IUCN SSC SSG on the implementation of the ISRA initiative.	MOS4 decisions, CP 1.5	tbd	tbd	SEC		<b>P staff: 2</b>
4.3	Provide support to the IUCN SSC SSG as appropriate and as feasible with the identification of ISRAs including sharing relevant information and expertise.	MOS4 decisions, CP 1.5	tbd	tbd	SIG, AC, CWG	<b>€21,000</b> (for AC and CWG travel to workshops and meetings (ca. 7 missions))	<b>P staff: 2</b> <b>G staff: 2</b> (raising funds, managing donor agreements, managing travel)

No.	Activity	Mandate <sup>12</sup>	Priority ranking <sup>13</sup>	Time frame <sup>14</sup>	Responsible entity <sup>15</sup>	Funding needs	Estimated Secretariat staff required for implementation (working days per 3 years)
4.4	Provide financial resources to the IUCN SSC SSG for the implementation of expert workshops and follow up missions.	MOS4 decisions, CP 1.5	tbd	tbd	SIG, (SEC if funds were provided through the Secretariat)	<b>€45,000</b> (travel support to workshops and meetings, ca. 15 missions)	<b>P staff: 4</b> <b>G staff: 2</b> (raising funds, managing donor agreements, managing travel)
4.5	Consider ISRAs as areas of high priority for the implementation of management measures to conserve sharks and rays, listed in Annex 1 of the MOU, in your areas of national jurisdictions.	MOS4 decisions, CP 1.5	tbd	tbd	SIG		
<b>5. Regional prioritization of shark and ray species listed in sharks mou Annex 1 and CMS Appendices (see <a href="#">CMS/Sharks/MOS4/Doc.10.5</a>)</b>							
5.1	AC to continue to identify species of regional priority using the methodology presented and still under development.	MOS4 decisions	tbd	tbd	AC	<b>€25,000</b> (consultancy to support the AC)	
5.2	Provide financial support for the regional prioritization for additional FAO areas.	MOS4 decisions	tbd	tbd	SIG, (SEC as funds would be provided to the Secretariat)	See above	<b>P staff: 5</b> <b>G staff: 0.5</b> (recruiting and guiding consultant,

No.	Activity	Mandate <sup>12</sup>	Priority ranking <sup>13</sup>	Time frame <sup>14</sup>	Responsible entity <sup>15</sup>	Funding needs	Estimated Secretariat staff required for implementation (working days per 3 years)
<b>6. Recommendations to Signatories to improve reporting of landings data for species listed in Annex 1 of the Sharks MOU</b> (see <a href="#">CMS/Sharks/MOS4/Doc.10.6</a> )							
6.1	Update the analyses presented here to include the most up to date data and publish the findings in a peer reviewed scientific journal in collaboration with specialists at the FAO (and other relevant specialists).	MOS4 decisions	tbd	tbd	AC Coop CWG	<b>€16,000</b> (consultancy and open access publication fees)	<b>P staff: 5</b> <b>G staff: 0.5</b> (recruiting and guiding consultant, managing donor agreement)
6.2	Undertake analyses of those landings data of Annex 1-listed sharks, as reported to relevant RFMOs (e.g., ICCAT), including comparison with comparable data held by FAO in collaboration with specialists.	MOS4 decisions	tbd	tbd	AC Coop CWG	<b>€10,000</b> (travel support to present working documents at relevant RFMO working group meetings; 3 missions)	<b>P staff: 0.5</b> <b>G staff: 1</b> (manage travel)
6.3	Identify the types of error, or potential error, that have been observed in analyses of landings data, and develop guidelines for how nations could usefully appraise their national landings data to improve quality control of data being submitted.	MOS4 decisions	tbd	tbd	AC Coop CWG	<b>€10,000</b> (travel support for additional expert and 2 -day workshop back-to-back with AC4)	<b>P staff: 3</b> <b>G staff: 0.5</b> (manage travel and meeting logistics, including procurement as required, participate)

No.	Activity	Mandate <sup>12</sup>	Priority ranking <sup>13</sup>	Time frame <sup>14</sup>	Responsible entity <sup>15</sup>	Funding needs	Estimated Secretariat staff required for implementation (working days per 3 years)
<b>7. Reviewing fisheries-induced mortality of shark and ray species listed in Sharks MOU Annex 1 and CMS Appendices</b> (see <a href="#">CMS/Sharks/MOS4/Doc.10.7</a> )							
7.1	Provide technical support to the review.	MOS4 decisions	tbd	tbd	AC		
7.2	Provide financial support for the completion of the pilot study for two FAO areas.	MOS4 decisions	tbd	tbd	SIG (SEC: if funds were provided through the Secretariat)	<b>€50,000</b> (consultancy: funding is available already)	<b>P staff: 10</b> <b>G staff: 1</b> (managing donor agreement, recruitment, and supervision of consultant)
<b>8. Implementation of Concerted Action for Whale Sharks</b>							
8.1	Undertake a study on global whale shark hotspots, their migratory pathways and areas of importance, and assess the risk of whale sharks from collisions with ship traffic. From this the project will develop guidelines and recommendations for CMS Parties for consideration at CMS COP14.	MOS4 decisions, Outcome 3.8	high	2023	SEC	<b>€28,000</b> (consultancy, funding has already been secured)	<b>P staff: 7</b> <b>G staff: 1</b> (managing donor agreement and consultancy)
<b>Capacity Building, Awareness raising and Communication</b>							
<b>9. Capacity Building</b>							
9.1	Place holder for outcome of 11.1 discussions	MOS4 decisions, Outcome 3.6	tbd	tbd	tbd	tbd	tbd

No.	Activity	Mandate <sup>12</sup>	Priority ranking <sup>13</sup>	Time frame <sup>14</sup>	Responsible entity <sup>15</sup>	Funding needs	Estimated Secretariat staff required for implementation (working days per 3 years)
<b>10. Awareness raising and Communication</b>							
10.1	Place holder for outcome of 11.2 discussions (see <a href="#">CMS/Sharks/MOS4/Doc.11.2</a> )	MOS4 decisions	tbd	tbd	tbd	tbd	tbd
<b>11. Other activities, in line with the MOU mandates</b>							
11.1	Activities which may arise as priorities of Signatories and donors during the intersessional period, and which funding is likely to become available. These would be undertaken if staff capacity was available and/or might substitute approved activities for which funding was not found.						