



Convention on the Conservation of Migratory Species of Wild Animals

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EVALUATION OF THE ANNUAL GLOBAL SPECIES CAMPAIGNS: “YEAR OF THE ...”

This document is based on an independent evaluation of the CMS species campaigns, undertaken by an external consultant in early 2010.

1. The Ninth Meeting of the Conference of the Parties (COP9) to the CMS in December 2008, requested a comprehensive review and assessment of the CMS species campaigns. The results were to be submitted for the final review and action of COP10 after submission to the 37th Standing Committee Meeting (23-24 November 2010).

2. The present report is submitted to the Committee for review and guidance on the format of future CMS species campaigns. It represents an overview of the effectiveness of the ‘Year of the Turtle’ (2006), ‘Year of the Dolphin’ (2007-2008), and ‘Year of the Gorilla’ (2009) campaigns in reaching the general objectives of awareness raising, education and capacity building; synergy with stakeholders; conservation of the targeted species; as well as increasing the visibility of the CMS (CMS Resolution 8.8, 2005). The report also reviews the resources required and highlights lessons learned and recommendations for future campaigns. The following is a summary of a comprehensive evaluation undertaken from January – May 2010, and includes the results of a questionnaire distributed to all parties and other stakeholders. The full report and supporting documentation are available from the Secretariat.

Visibility of CMS, the Campaigns and Targeted Species

3. Significant world-wide media attention was generated by the species campaigns, each surpassing the previous one in the level of coverage. Between 2006 and 2009, the campaigns were referenced in as many as 42,000 online articles and at least 200 documented news pieces in English in addition to significant coverage in German, French, Spanish and Portuguese. The ‘Year of the Gorilla’ received twice the media coverage of the ‘Year of the Dolphin’ and five times that of the regional ‘Year of the Turtle’ campaign during the campaign year(s).

4. The dedicated campaign websites also contributed to the visibility of the campaigns and drew visitors from around the world; in the case of the ‘Year of the Gorilla’, over 55,000 unique visitors from 183 countries/territories viewed the website www.yog2009.org in 2009 alone, many of whom returned repeatedly (22 per cent); in addition to over 57,000 visitors to the campaign blog hosted on the Wildlife Direct website (www.gorilla.wildlifedirect.org). An increase in the use of multimedia and interactive networking tools (YoG blog, videos, Facebook, Yahoo Groups, YouTube, etc.) also helped the ‘Year of the Gorilla’ to further raise the visibility and reach of the campaign worldwide, especially with younger generations.

5. The 'Year of the Turtle' was an initiative of the Indian Ocean and South East Asian Turtle Agreement (IOSEA), and enjoyed press coverage in at least 64 per cent of Turtle Agreement Signatory States, as well as in 27 per cent of Non-Signatory States (at least 24 press articles and 278 online references in English in 2006). This and website visitor statistics indicate the campaign's overall success in reaching its regional audience, although with a weaker presence in the Western Indian Ocean and East African regions, language and infrequent internet access being likely factors.

6. The 'Year of the Dolphin', largely due to the dissemination and promotional efforts of its tourism sector partner, secured wide visibility throughout the Mediterranean, Caribbean and European Regions, and also received considerable press coverage in North America. Campaign-related activities took place in over half of all ASCOBANS and ACCOBAMS Signatory States and in one quarter of the Pacific Island Cetacean Agreement countries. The 'Year of the Dolphin' received over 60 press articles (two and a half the number of the 'Year of the Turtle' regional campaign), and at least 12,000 online references in 2007-2008.

7. The 'Year of the Gorilla' enjoyed high visibility, receiving the most press and online attention of all three campaigns, especially in Europe, North America and in as many as seven of the ten Central African gorilla range states. This was largely attributed to the promotional activities of campaign partners and the proactive participation of Campaign Ambassador Ian Redmond in around thirty events world-wide, including lecture tours in the U.S and a State of the Gorilla' journey through seven Range States. Numerous events and press conferences were also reported in Range States, especially in Uganda, Rwanda, Cameroon and Gabon, due to the efforts of governments and local organisations, and in some cases the local presence of the Campaign Ambassador. The 'YoG priority projects' also helped to garner media attention. The campaign prompted 120 press articles in English in 2009, in addition to over 75 articles in German, French or Spanish. Online visibility was especially pronounced resulting in 25,500 references in English in 2009 alone.

8. The species campaigns also moderately increased the visibility of and interest in the CMS and its campaign relevant Agreements. There was a 132 per cent increase in online references for the term 'Convention on Migratory Species' in 2007, and over 10 times that in 2008. Press coverage of CMS also increased during the species campaigns (2006 to 2009) resulting in over 220 articles, with peaks during the COPs in 2005 and 2008. Online references to CMS totalled over 30,000 during the same period. However, as common to publicity within the UN System, the campaigns were most frequently referenced in combination with the 'United Nations' or with active campaign partners and representatives, rather than being specifically linked to CMS.

9. Media interest in the campaign species, independent of the campaign, was immediately apparent during the first year of the 'Year of the Dolphin', with a peak in over 40,500 press articles on the topic of dolphins in 2007. Heightened interest in all species was also observed in online references, but with a time lag of between one to three years after the campaign(s).

Capacity Building, Education and Awareness Raising

10. The species campaigns were a highly effective tool for educating a broad audience on the selected species and for raising awareness of the threats they faced. These activities took place in the form of numerous campaign events such as launches, lectures, exhibitions and through the creation of high-quality and professionally produced promotional materials in cooperation with numerous partners and affiliates. Through the development of such educational content, both the dolphin and gorilla campaigns were included among the official activities of the UN Decade on Education for Sustainable Development (2005-2014), led by UNESCO. Capacity building took place to a lesser degree in all three cases, especially as part of local conservation efforts during the

‘Year of the Turtle’ and as a partial focus of the priority projects selected during the ‘Year of the Dolphin’ and ‘Year of the Gorilla’, to which the campaigns contributed.

11. The ‘Year of the Turtle’ was successful in generating a large number of educational activities and events (over 50), most of which took place during the first three quarters of 2006, in as many as 20 IOSEA Signatory and 11 Non-Signatory States, representing almost three-quarters of the IOSEA region. Many of these included turtle conservation and capacity building measures, with participation reported to have numbered as many as 800,000 people, especially youth and children. These efforts were supplemented by a range of materials produced by the IOSEA Turtle Agreement Secretariat, most notably a campaign logo, website, online and print calendar, various digital tools (electronic buttons, media pack, and wallpaper), stickers, a poster, as well as a leatherback assessment report and a campaign flipper tag series. Participating Signatory States, governmental and non-governmental organisations likewise produced and disseminated a range of promotional materials according to a suggested list of outputs detailed during campaign formation.

12. The ‘Year of the Dolphin’ related activities (about 90 in total), mostly focusing on education or awareness raising, took place in 40 countries in cooperation with over 50 campaign supporters and partners. In addition to events, over 45 publicity items were produced by the CMS Secretariat, partners and supporters; these included a YoD logo, website, calendar, flyers/leaflets, posters, stickers, an exhibition/banners, postcards, an educational manual (“All About Dolphins” in nine languages) and a “Dolphin Diploma” (completed by as many as 10,000 children online), books, magazine articles, a Dolphin Charter and whale watching guidelines, etc. Estimated at more than 400,000 products disseminated globally, these had the potential to reach up to one million viewers, not including the reach of audio and visual material, with a focus on younger audiences, schools and families. Dedicated individuals, especially teachers, organized grassroots awareness campaigns, which the YoD partners supported with educational material and promotional items also in developing countries.

13. The ‘Year of the Gorilla’ campaign catalyzed as many as 100 related activities. These were organized by the CMS Secretariat, CMS Parties, campaign partners and especially affiliated zoos, with participation reaching an estimated target audience of 300,000 people. CMS Parties also coordinated campaign events, most notable the campaign launch during the CMS COP9 hosted by Italy, a large Scientific Symposium on gorillas and gala dinner on the occasion of YoG and the CMS 30th anniversary hosted by Germany as well as an outreach event in Paris organized by France, all with an academic and political audience. 109 WAZA member zoos were involved in the campaign, some of which organized recreational and educational activities, mostly targeting families. The creation of campaign tools and materials, which made up to half of the CMS Secretariat’s campaign budget, included a dedicated website and blog, bilingual poster, leaflet (in four languages), desk diary, a bilingual exhibition banner, pins and stickers. Over 70,000 materials were printed, over 80 per cent of which were disseminated within Europe (with six to seven per cent sent to both North America and Africa). A CMS Technical Series booklet on gorillas was published before the campaign in late 2008. It provided a scientific basis and background document, while the Frankfurt Declaration signed in July 2009 represented a substantive output of the campaign. Campaign partners also created key materials, including GRASP’s Rapid Response Assessment report *‘The Last Stand of the Gorilla – Environmental Crime and Conflict in the Congo Basin’* financed by France and UNEP, and WAZA’s education manual and kit entitled “*All About Gorillas*”, which is available in four languages. In addition, over 50 promotional products carrying the YOG logo were developed by zoos and other affiliates, and estimated to have reached an additional audience of 50,000, mostly youth and families.

Synergy with Stakeholders

14. The Species campaigns have proved to be an opportunity for the CMS Secretariat to encourage Parties and Signatory States, civil society, the private sector, and others to participate and engage in its work. The species campaigns were especially effective for engaging with public or civic sector organizations and in raising the profile of campaign partners, representatives and other affiliates in relation to their conservation roles. The turtle campaign had the highest participation yet from Signatory States and governments, the YoD campaign focused on public-private sector partnership with much less involvement from governments, and the gorilla campaign enjoyed the greatest involvement of non-governmental entities, especially zoos and conservation NGOs. Moreover, much of the success of these species campaigns can be attributed to the efforts and resources raised by campaign partners and affiliates, which significantly supplemented the contributions from CMS Parties and the efforts of the Secretariat.

15. Government involvement: During the ‘Year of the Turtle’ there was an especially high degree of government involvement in developing and carrying out the campaign. Up to 80 per cent of all IOSEA Turtle Agreement Signatory States in addition to half of all Non-Signatory States of the IOSEA Region were involved in and hosted events or activities to complement IOSEA’s efforts regionally, which can be largely attributed to the inclusive campaign formation process which was embedded into the various meetings of Signatory States. In contrast, during the CMS Secretariat led dolphin and gorilla campaigns, CMS and Agreement Parties were only marginally involved in campaign formation, while numerous governments did become involved in or organize activities during the campaign year. During the ‘Year of the Dolphin’, government involvement was indicated in 18 per cent of all Signatory States to cetacean agreements. The governments of three of the ten gorilla Range States were involved in the ‘Year of the Gorilla’, most notably Uganda, as were at least three non-range CMS Parties, Germany, France and Monaco.

16. Civil society involvement: Whereas the turtle campaign had particularly high governmental involvement, the dolphin and gorilla campaigns more strongly emphasized engagement with NGOs and civil society working in the area of conservation. Over 20 organizations contributed to the ‘Year of the Turtle’ efforts by organizing local events, conservation activities or creating promotional materials. Most of these organizations were the beneficiaries of project agreements (SSA) with the IOSEA Secretariat and had been involved in the development of the campaign. Due to an ‘official campaign supporter’ selection process, at least 45 civil society organizations were involved in the ‘Year of the Dolphin’, only one of which was involved in campaign formation, while all supporters were expected to organize events or carry out other activities as a selection criteria for joining the YoD campaign. The ‘Year of the Gorilla’ benefitted from the involvement of numerous conservation and zoological organizations through its two campaign partners: GRASP brought UNEP, UNESCO, CITES and a large number of NGOs to the campaign, including the 20 GRASP NGO partners highlighted on the YoG website; through WAZA, over 100 zoos were active in the campaign, organizing awareness raising or fundraising events while helping to fund conservation projects and disseminate campaign information.

17. Private sector involvement: Europe’s leading travel group, TUI, with headquarters in Germany had assisted in dissemination activities during the ‘Year of the Turtle’, and subsequently was included as an ‘official partner’ during the ‘Year of the Dolphin’ and involved in campaign development. TUI was a major contributor to the creation and dissemination of numerous promotional materials during the campaign. However, the partnership drew criticism from civil society due to differing positions on dolphins in captivity, as well as from other potential sponsors who felt sidelined. During the ‘Year of the Gorilla’, the CMS Secretariat initiated small scale projects with businesses as corporate sponsors. The outcome in terms of resources raised was minimal, likely due to a lack of a comprehensive strategy or fundraising officer within the CMS Secretariat at the time of the campaign.

18. Questionnaire respondents' views of CMS Secretariat's campaign efforts were very positive with almost half of those surveyed indicating their overall campaign impression was 'very high' to 'above average', and over one third noting satisfaction. As many as 70 per cent of campaign affiliates indicated that their view of and relationship with the CMS Secretariat had also improved as a result of the campaigns (from 'slightly' to 'greatly'); the remaining 30 per cent noted no change while many commented that their view had already been good prior the campaigns. A very narrow indication of a worsened view of or relationship with the Secretariat was also observed for both the Gorilla and Dolphin campaigns, which in the case of the 'Year of the Dolphin' was attributed to diverging views on dolphins in captivity which was accompanied by some negative media attention.

19. Interest in taking part in future species campaigns was very high, with over 83 per cent of all survey respondents, including those who had been involved in previous campaigns, indicating that they would be interested in taking part in future species campaigns. Up to 70 per cent of respondents also indicated that they would help plan or develop future species campaign and up to 60 per cent indicated they were willing to provide resources.

Conservation of the Targeted Species

20. The ability of the species campaigns to reinforce CMS's role in the conservation and management of migratory species was enhanced through the selection of 'priority projects'. Although the total funds raised for these projects was limited, they played an important role in highlighting the threats faced by the species, catalyzing campaign activities and attracting media attention for awareness raising purposes.

21. A focus of the 'Year of the Turtle' was on local conservation activities, which took place in over a dozen countries, such as beach clean-ups, 'Adopt a Turtle' projects, tagging and satellite tracking projects, and the release of hatchlings. Some progress was also made on the elaboration of national action plans, the enforcement of illegal turtle trade and fishing, and the establishment of protected areas and regional agreements. The close involvement of a range of stakeholders and especially Turtle Agreement Signatory States from an early stage, and their commitments to implementing at least one related conservation action helped to ensure a high level of output. In addition, after a public application and review process, the IOSEA Secretariat concluded and funded 18 projects through NGOs, universities/research institutes, and government ministries for the organization of local events and conservation activities in nine IOSEA Signatory States and three non-member states as part of the campaign. They constituted over 60 per cent of the IOSEA's campaign budget.

22. After focusing on educational objectives in 2007, the second year of the 'Year of the Dolphin' campaign placed more emphasis on conservation. Conservation efforts were carried out through a campaign partner, the Whale and Dolphin Conservation Society and through the numerous conservation organizations and ACCOBAMS partners which had been selected as official campaign supporters, although these were not always attributed to the campaign. While there was a lack of follow-up reporting, survey respondents did report having initiated at least ten new conservation related activities, half of which were still ongoing.

23. The CMS Secretariat placed the implementation of the Gorilla Agreement and its Actions Plans in the centre of the 'Year of the Gorilla' campaign. Eight 'Priority Projects' in gorilla Range States were selected and highlighted for educational and outreach purposes, and up to €50,000 were raised for their implementation through the campaign. Twenty per cent of the funds raised by all campaign affiliates were dedicated to conservation projects, totalling around €100,000-120,000. Despite this success, the goal of generating funds within the framework of a single-year

species campaign proved to be difficult to meet, given the short time-span and limited CMS staff resources.

Resources

24. The success of the species campaigns was especially pronounced when measured against the limited resources available for their implementation. All three campaigns were managed by one staff member, in addition to their regular responsibilities, with the support of one to two other Secretariat members (often consultants) and that of external campaign partners. The most resource intensive activities were the creation and dissemination of campaign materials and communication tools including the website, and the support of campaign related events (both requiring extra budgetary resources) in addition to regular press work. This left little time for formalizing campaign partnerships or enlisting corporate sponsorship, fundraising, or managing and reporting on the implementation of conservation projects. Although the identification and coordination of partners and affiliates was also time-consuming, the primarily in-kind support they provided for the campaign proved to be an essential and cost-effective strategy for the Secretariat.

25. In the lead up to the ‘Year of the Turtle’, voluntary contributions to the IOSEA Secretariat increased by over 400 per cent from Australia, the United Kingdom and the United States of America, 35 per cent of which was used for campaign activities (or €79,500), *not* including the staff costs of campaign coordination (which might include up to an additional €100,000). Of these resources, the majority was allocated to subcontracts for campaign projects (over 60 per cent), followed by human resources for campaign management (25 per cent), and for postage and miscellaneous costs (15 per cent). Although IOSEA Signatory States and observers had committed to carrying out at least one conservation or awareness raising activity during the campaign, some found this difficult, often due to a lack of resources; this problem was partially alleviated through IOSEA subcontracts to local organisations and governments in as many as 13 developing states.

Year of the Dolphin

26. The ‘Year of the Dolphin’ did not begin with a specific campaign budget. In total, over €220,000 was allocated to the campaign during the two years (including staff costs). Of this, the majority was dedicated to managing the campaign (65 per cent), followed by the creation of promotional materials and other campaign related expenses such as travel (22 per cent) and for the launch of the campaign in Monaco (13 per cent). Activities took place as part of existing CMS Agreement and MoU meetings, with the support of campaign partners or through the initiative of campaign supporters. This proved to be a successful and resource efficient strategy. For example, campaign partners TUI and WDCS reported having allocated an estimated value of €300,000 to the campaign, while the numerous organizations selected as ‘official campaign supporters’ reported having received at least €270,000. In sum, over €800,000 was dedicated to the campaign by the CMS Secretariat, Parties, campaign partners and supporters over two years, in addition to less tangible media values. The return on investment in terms of media value achieved by the YoD partners is estimated to be very high and therefore extremely beneficial to them.

27. The below table lists allocation of YoD funds:

Source	€	Use
Germany (Volycon) to CMS	17,400	Promotional materials, travel
CMS core budget (estimate)	160,000	CMS staff and support
Monaco (Volycon) to ACCOBAMS	34,000	Campaign launch in Monaco
ASCOBANS, in kind	8,740	Staff time and resources
<i>Sub-Total CMS Family YoD budget</i>	<i>220,140</i>	
TUI contribution to WATCH	29,000	WATCH meeting (\$10,000), materials
TUI	140,000	Logo (\$10,400), movie (\$65,000), website (\$30,000), printing (\$32,700), conservation (\$6,000), events (\$12,500), sponsoring (\$8,000), dissemination (\$12,000) = \$176,600
WDCS	140,000	Website (\$5,000), travel/events (\$30,000), materials (\$35,000), staff (\$50,000), etc
<i>Sub-Total Non-CMS YoG budget (Partners)</i>	<i>309,000</i>	
<i>Other campaign supporters</i>	<i>277,300</i>	<i>Materials, events, projects, HR, etc.</i>
YoD TOTAL 806,440		

Year of the Gorilla

28. The CMS Secretariat budget for the ‘Year of the Gorilla’ campaign amounted to an estimated €200,000, including €82,000 received from Parties for the campaign, €42,000 from the CMS core budget for materials, in addition to an estimated €80,000 for in-kind support of campaign coordination. These cash contributions were allocated according to the table below.

29. At COP9 in 2008 pledges from CMS Parties, specifically Germany, France and Monaco, to support gorilla conservation amounted to around €330,000. Of this, €82,000 was received by CMS directly for the campaign. UNEP/GRASP received €100,000 from France for a report and YoG related conservation activities, €85,500 was earmarked for a scientific symposium and gala dinner by Germany (in addition to €6,000 for promotional materials), while €50,000 was provided by Germany to the Frankfurt Zoological Society for a conservation project in the Democratic Republic of Congo.

30. WAZA raised around €40,000 in reported donations from affiliated zoos, which were collected over the course of the campaign. Other campaign affiliates reported having received up to €72,000. In total, it is estimated that €560,000 was dedicated to ‘Year of the Gorilla’ related activities globally by CMS Parties, the Secretariat, campaign partners and affiliates.

31. Of this total, which included in-kind costs and human resources, an average of 25 per cent was allocated for events, 20 per cent each for materials, reports and conservation, 15 per cent for other activities (press work, website). Most survey respondents indicated that these costs were ‘normal’ (45 per cent), while three out of ten thought campaign expenses were somewhat higher than expected and two out of ten noted the lower than expected cost of participating in the campaign; five percent reported no costs generated from their campaign involvement.

32. The below table lists allocation of YoG funds:

Source	€	Use
CMS core budget	42,000	Promotional materials, dissemination, etc.(CMS)
CMS core budget	80,000	In-kind staff support for YoG coordination (CMS)
Germany (Volycon) to CMS	20,000	YoG Website and maintenance (CMS)
Monaco (Volycon) to CMS	25,000	Conservation (15000), events, materials (CMS)
France (Volycon) to CMS	37,000	CMS Technical Series on gorillas
<i>Sub-Total CMS YoG budget</i>	<i>204,000</i>	
France (Volycon) to UNEP/GRASP	100,000	Report, conservation projects
Germany	85,500	Frankfurt Symposium and gala dinner
Germany (Volycon) to FZS	50,000	Conservation (Eastern Lowland Gorillas, DRC)
Germany	6,000	Promotional materials
Monaco (Volycon)	5,000	Directs funding for wildlife law conservation project
<i>Sub-Total Non-CMS YoG budget (Parties)</i>	<i>246,500</i>	
Donations through WAZA affiliates	40,000	Conservation, YOG campaign, non-spec.
Other receipts by campaign affiliates	72,000	Conservation, YOG campaign, non-spec.
<i>Sub-Total Non-CMS YoG budget (Affiliates)</i>	<i>112,000</i>	
<i>YoG TOTAL 562,500</i>		

Lessons Learned and Recommendations

33. **Involve** CMS Parties and relevant Range States from an early stage during campaign development, as future campaigns could greatly benefit from increased engagement of relevant ministries and government officials in Party and Range States. Plan outreach activities with CMS Ambassadors and appointed Campaign Ambassadors.

34. **Define and prioritize** realistic objectives of future campaigns thoroughly. Ensure they correspond to resources available through commitments of CMS Parties, campaign partners or private sponsors prior to the campaign, and are attainable, independent of the success of additional fundraising efforts. If resources are scarce, the Secretariat might consider downscaling the objectives, target audience or geographical scope of the species campaigns.

35. **Formulate** a campaign partnership strategy that identifies potential partners and potential categories of affiliate status (i.e. partner, supporting organization, individual supporter, private sector partner) and formalise partnership agreements for campaign delivery, as well as criteria for application and selection. Prepare a partnership guide; create a campaign budget and a fundraising proposal as part of the campaign strategy. Alternatively, to save time, an open partnership strategy could be adopted, based on defined eligibility criteria and guidelines.

36. **Include** the implementation of conservation projects into the campaign objectives, alongside education, awareness raising and capacity building. Again, this will require an increased commitment from CMS Parties to the campaign, as the simultaneous effort of fundraising for projects and running a successful awareness raising campaign have proved overly ambitious given the limited human resources available. However, the publicity generated by such projects makes the effort worthwhile.

37. **Outline** Terms of Reference and commitments of campaign Patrons and Ambassadors before the campaign. Identify individuals to fill these roles as early as possible.

38. **Allow ample time**, preferably one year or more for development, planning, and preparation of a species campaign, especially if a more inclusive and participatory approach is envisioned. Consider a two or three year cycle for the species campaigns to help improve manageability, as annual campaigns entail a temporal overlap, which places a significant strain on the Secretariat.

39. **Develop** a fundraising approach consistent with the overall CMS fundraising strategy, making staff time available for implementation. Species campaign management and the fundraising campaign should be coordinated. However, separating fundraising efforts, which can become very time-consuming, from the day-to-day activities of running the campaigns may be useful, in order to avoid overstretch of human resources and confusion of purpose.
40. **Integrate** campaign planning and follow-up reporting into Conferences of the Parties, Standing Committees and other relevant meetings.
- (i) This should include specifications of earmarked voluntary contributions and/or other campaign related commitments from CMS Parties and Agreement States (e.g. nationally or locally organized activities, implementation of conservation projects, promotional events, creation of materials).
 - (ii) The CMS Secretariat should follow up and facilitate such commitments during campaign formation, support and monitor campaign related efforts throughout the campaign process, and provide feedback through post-campaign reporting.
41. **Ensure** campaign transparency and monitoring through comprehensive reporting on funds and campaign efforts of partners, etc. A campaign budget and management strategy, complimented by formal agreements where necessary, could also be helpful in this respect.
42. **Clarify** the division of responsibilities and financial aspects, especially where Agreement Secretariats or Partners are involved.
43. **Secure** endorsement from the UN General Assembly, where feasible. This is most likely realisable as an 'International Day' with the support of the majority of CMS Parties.

Action requested:

The Standing Committee is invited to

- a) Consider the recommendations made in this report and provide comments or guidance on the format of future species campaigns to the Secretariat.
- b) Encourage CMS Parties to make campaign-specific commitments of both financial and in-kind nature, with a view towards ensuring the successful implementation of the campaigns and increasing their impact on the selected species.
- c) Encourage the Conference of the Parties to specify an annual campaign budget to cover some of the basic expenses of running a campaign (publications, website, etc.).
- d) Recommend that COP10 endorse future campaigns as suggested by the Secretariat, for the following two to three campaign cycles to allow for early development and planning.
- e) Discuss the periodicity of campaigns, i.e. once every year, once every two years, or once every three years, and make a recommendation to COP10.