



# Convention on the Conservation of Migratory Species of Wild Animals

Secretariat provided by the United Nations Environment Programme



2<sup>nd</sup> Meeting of the CMS Strategic Plan Working Group  
Bonn, Germany, 25-26 November 2013

---

## FUTURE SHAPE CONSIDERATIONS [THOUGHT-PIECE]

**Summary:** This document shows, in a Table, the relevance of the Future Shape activities to the Strategic Plan process, for discussion by the Working Group.

### Working Group Chair's Introduction

CMS Resolution 10.9 requests the Strategic Plan Working Group to “make use of” the medium- and long-term activities listed in the Resolution. In addition, CMS Resolution 10.5 requests the Working Group to “take into account” the conclusions of COP10 on Future Shape. Accordingly, the Working Group has drawn on the material emerging from the Future Shape process and has included relevant elements in the new Strategic Plan.

As a result, the approach of the Draft Strategic Plan supports several Future Shape activities to promote coherence, mainstreaming, synergies, facilitate partnerships among focal points, and so on. The draft Plan is putting into practice the overall spirit and objectives of the Future Shape process to enhance interaction and mutual supportiveness within the CMS Family.

Furthermore, several of the Future Shape activities are quite implementation-based i.e. those aimed at improving the functioning of instrument(s) and those of an administrative, institutional, or secretarial nature. Such activities are identified for inclusion in the proposed contents of the Companion Volume on Implementation, which will be submitted to the CMS Standing Committee for further discussion.

---

**Table: Relevance of the Future Shape Activities to the Strategic Plan Process**

FUTURE SHAPE ACTIVITY and DESCRIPTION	SHORT TERM: BY COP11 - 2014	MEDIUM TERM: BY COP12 - 2017	LONG TERM: BY COP13 - 2020	RELEVANCE TO DRAFT STRATEGIC PLAN 2015-2023
<p><b>(1) Alignment with international environmental governance reform</b></p> <ul style="list-style-type: none"> <li>- To support coherent international decision-making processes for environmental governance.</li> <li>- To catalyze international efforts to pursue the implementation of internationally agreed objectives.</li> <li>- To support regional, sub-regional and national environmental governance processes and institutions.</li> <li>- To promote and support the environmental basis for sustainable development at the national level.</li> </ul>	<p>CMS Secretariat and Standing Committee to monitor and participate in IEG reform process. (1.1)</p>	<p>Discussion of reforms at COPs and Standing Committee. (1.2)</p>	<p>Implementation of reforms, where appropriate (1.3)</p>	<p>Interface between Strategic Plan for Biodiversity and Strategic Plan for Migratory Species. Linkages promoted between migratory species instruments. Implementation details in sub-target(s) and/or the Companion Volume.</p>
<p><b>(2) Improved partnership working</b></p> <ul style="list-style-type: none"> <li>- To expand partnership opportunities.</li> <li>- To share best practice.</li> <li>- To utilize common resources.</li> <li>- To share knowledge and expertise.</li> <li>- To coordinate conservation activities.</li> <li>- To identify potential synergies based on common or shared work programmes, geographies and interests.</li> <li>- To utilize local knowledge.</li> </ul>	<p>Closer collaboration with UNEP regional offices, where appropriate, to assist with capacity building and technological support by CMS and its Family. (Already in existence and builds on current mapping work) (2.1)</p> <p>Encourage more NGOs and private sector to become engaged in Agreements and MoUs. (2.2)</p>	<p>Closer working with partner organizations (including NGOs, indigenous and local communities and States) (2.3)</p>	<p>Develop regional hubs for MEA implementation to identify synergies and linkages between MEAs and avoid duplication in projects and activities. e.g., SPREP (Long-term aim to build upon work undertaken over short and medium term) (2.4)</p>	<p>Linkages promoted between migratory species instruments. Implementation details in sub-target(s) and/or the Companion Volume.</p>
<p><b>(3) Enhancing scientific research and information</b></p> <ul style="list-style-type: none"> <li>- Coordination of research requirements.</li> <li>- Sharing of research information and data.</li> <li>- Providing easy access to all members of CMS Family of existing and future research information.</li> <li>- Developing relevant research into common threats and issues.</li> </ul>	<p>Explore opportunities to improve the synergies between the CMS science base with the development of IPBES, as well as collaborating with and learning lessons from existing data hubs (e.g. (utilization of existing systems such as TEMATEA, UNEP-WCMC, IUCN, Wetland International) to enhance the delivery of CMS Family objectives. (External) (3.1)</p>	<p>CMS to coordinate scientific research programmes based on identification of common issues/threats shared across the CMS Family to reduce duplication and overlaps and improve economies of scale. To be used to promote CMS to other Inter Conventions – administered by CMS but open to all Inter community to use – used to raise profile of CMS (Internal). (3.2)</p>	<p>Create a hub for scientific data on migratory species, which would facilitate the use of migratory species data as an indicator of climate change (Internal). (3.3)</p>	<p>Target 15 deals directly with, <i>inter alia</i>, scientific research and information. Implementation details in sub-target(s) and/or the Companion Volume.</p>
<p><b>(4) Enhance communication and seek opportunities to</b></p>	<p>Parties/Signatories to begin to translate guidance documents into local languages to assist implementation. (4.4)</p>			<p>Interface between Strategic Plan</p>

FUTURE SHAPE ACTIVITY and DESCRIPTION	SHORT TERM: BY COP11 - 2014	MEDIUM TERM: BY COP12 - 2017	LONG TERM: BY COP13 - 2020	RELEVANCE TO DRAFT STRATEGIC PLAN 2015-2023
<p><b>develop awareness of CMS and CMS Family</b></p> <ul style="list-style-type: none"> <li>- Development of internal systems to enhance communication between working groups, Parties, agreements and institutions and to increase accessibility to information within the CMS Family.</li> <li>- Development of external systems to raise the profile of and increase awareness of the CMS and the CMS Family.</li> <li>- Where relevant improvement of existing IT systems, for example existing website system.</li> <li>- Redesign of website to include targeting specific audience groups.</li> </ul>	<p>Produce CMS website in 3 languages. (4.1)</p>	<p>Run awareness campaigns to ensure that CMS is recognized by the public, academic institutions, international organizations and others as the global leader in the protection of migratory species</p> <p>CMS to commence coordination of communication activities (links into long). (4.2)</p> <p>CMS to coordinate communication operations and strategies as centralized services across Agreements/MoU. Coordinate press and media announcements and the implementation of species campaigns and public events. Support the development and maintenance of CMS Family websites and CMS provide centralized awareness-raising on common/shared threats through publications and online resources, where this is practicable. (4.3)</p>		<p>for Biodiversity and Strategic Plan for Migratory Species. Linkages promoted between migratory species instruments. Target 1 addresses awareness directly. Implementation details in sub-target(s) and/or the Companion Volume.</p>
<p><b>(5) To carry out a global gap analysis at the Convention level and to assess resource appropriateness</b></p> <ul style="list-style-type: none"> <li>- To prioritize resources through improved cooperation and sharing of resources.</li> <li>- To identify where appropriate potential partnerships.</li> <li>- To work with Scientific Council.</li> <li>- To share best practice and lessons learnt.</li> </ul>	<p>Global Gap and Resource Assessment, including:</p> <ol style="list-style-type: none"> <li>1. CMS Secretariat to coordinate a global gap analysis at Convention level: consider which issues are being addressed, which issues are not being addressed, if another organization is addressing these issues, scientific gap analysis and what research is required. (5.1)</li> <li>2. Resource assessment of Convention (CMS Secretariat and MoUs). (5.3)</li> <li>3. Undertake an assessment of MoUs and their viability. (16.3)</li> </ol>	<p>Implementation of recommendations of gap analysis and resource assessment. (5.2)</p>		<p>The gap analysis and resource assessment are scheduled to be completed before the SP is adopted, so implementation aspects could therefore be reflected in SP Sub-targets and/or the Companion Volume.</p>
<p><b>(6) Coordinated strategic plans for the CMS Family</b></p> <ul style="list-style-type: none"> <li>- To coordinate the work of the CMS Family.</li> <li>- To encourage priority setting.</li> <li>- To share and maximize resources.</li> <li>- To identify potential synergies and links between programmes and projects.</li> </ul>	<p>Planning. Analysis and assessment of strategic plans. (6.1)</p> <p>Development. (6.2)</p>	<p>Implementation. (6.3)</p>		<p>The overall activity is fully covered: as this is a SP for migratory species, the intention is to get the entire CMS Family behind one Strategic Plan which would by definition promote</p>

FUTURE SHAPE ACTIVITY and DESCRIPTION	SHORT TERM: BY COP11 - 2014	MEDIUM TERM: BY COP12 - 2017	LONG TERM: BY COP13 - 2020	RELEVANCE TO DRAFT STRATEGIC PLAN 2015-2023
				coordination. The exact implementing tools for this are up to the different instruments - for example, they may choose to develop their own plans, linked to the Strategic Plan. Currently, some instruments have their own plans, some do not.
<p><b>(7) Restructuring of Scientific Council to maximize expertise and knowledge capacity</b></p> <ul style="list-style-type: none"> <li>- To identify potential and relevant opportunities to maximize the expertise and knowledge of the Scientific Council to best support the CMS.</li> <li>- To identify any gaps in knowledge and/or expertise exists in the current membership of the Scientific Council.</li> <li>- To expand advice and knowledge sharing across the CMS Family.</li> </ul>	<p>Planning process, assessment, Gap Analysis. (7.1)</p>	<p>Implementing the review of CMS membership of Scientific Council based on species groupings or thematic issues if appropriate. (7.2)</p>	<p>CMS-wide Scientific Institution if appropriate. (7.3)</p>	<p>The ScC restructure is a parallel process. The ScC Chair has participated in SPWG meetings to promote coherence.</p>
<p><b>(8) Identify opportunities for cooperation and coordination at the local and regional level through the creation of synergies based on geography</b></p> <ul style="list-style-type: none"> <li>- To encourage resource efficiency.</li> <li>- To provide opportunities for improved integration and to minimize institutional overlap through the cooperation and sharing of resources allowing for mutual assistance and logistical support.</li> <li>- To develop local and/or regional synergies with stakeholders.</li> <li>- To identify common or shared work programmes.</li> <li>- To aid capacity building, fundraising and implementation at the local level.</li> </ul>	<p>Regionalize conservation efforts by having local coordinators with assistance from UNEP, NGOs, Parties and MEAs, leading to greater presence in each of the regions if appropriate. (8.1 and 8.2)</p>	<p>MoUs/Agreements consider enhancing collaboration and cooperation via sharing i.e. office/personnel/resources (e.g. as per Abu Dhabi –Dugongs and Birds of Prey). (8.3)</p>		<p>Interface between Strategic Plan for Biodiversity and Strategic Plan for Migratory Species. Overall Strategic Plan for Migratory Species should lead to more coherent action at all levels.</p>
<p><b>(9) Harmonization and inter-operability of information management and reporting systems where appropriate and applicable for the CMS Family</b></p> <ul style="list-style-type: none"> <li>- To reduce duplication of reporting.</li> <li>- To analyze and compare data.</li> <li>- To access to data.</li> <li>- To improve coordination of collection, storage and management systems.</li> <li>- To reduce effort and time spent on collecting and reporting information across the CMS Family.</li> </ul>	<p>Utilization of existing data collection and management systems external to CMS (for example by UNEP-WCMC) (External). (9.1)</p> <p>Build upon current practices of harmonization of data reporting and the development of current systems, probably utilizing the on-going work being undertaken by both AEWA and IOSEA. (9.2)</p>	<p>Centralization and harmonization of reporting formats and returns. Development of information technology and centralized systems and procedures in relation to data storage and analysis (Internal). (9.3)</p> <p>Coordinate access to research data as a centralized service across CMS agreements. (Internal) (9.4)</p>	<p>CMS to centralize the development and management of mapping systems and shared management systems. (9.5)</p>	<p>Linkages promoted between migratory species instruments may facilitate harmonization efforts.</p>

FUTURE SHAPE ACTIVITY and DESCRIPTION	SHORT TERM: BY COP11 - 2014	MEDIUM TERM: BY COP12 - 2017	LONG TERM: BY COP13 - 2020	RELEVANCE TO DRAFT STRATEGIC PLAN 2015-2023
<p><b>(10) Strengthen the coordination and servicing of MoUs</b></p> <ul style="list-style-type: none"> <li>- MoUs to receive coordinated service.</li> <li>- To share resources, knowledge and expertise across MoUs.</li> <li>- To utilize available resources.</li> <li>- To avoid duplication and promote consistency across MoUs.</li> </ul>	<p>Ensure appropriate staffing levels of CMS MoU Coordination Unit. (10.1)</p>	<p>Ensure appropriate [staffing] levels for all MoUs not currently represented. (10.2)</p>	<p>CMS core budget for species groups and the MoUs, where appropriate. (10.3)</p>	<p>Linkages promoted between migratory species instruments may facilitate coordination efforts.</p>
<p><b>(11) Seek opportunities to coordinate meetings between institutions, working groups and across the CMS Family agreements</b></p> <ul style="list-style-type: none"> <li>- To utilize and share resources.</li> <li>- To reduce time commitments required to attend meetings.</li> <li>- To increase attendance.</li> <li>- To improve sharing of knowledge and information.</li> <li>- To expand knowledge and information.</li> <li>- To develop synergistic relationships.</li> </ul>	<p>Prioritizing and coordinating, meetings of Scientific Committee, technical groups, working groups etc. (Internal) (11.1)</p>	<p>Prioritizing and co-ordination of COP and MOPs. (Internal). (11.2)</p> <p>Coordinate with international organizations common meetings relating to shared issues (e.g. IUCN) and common research conservation programmes, species action plans and capacity building activities for on the ground conservation. (External). (11.3)</p>		<p>Linkages promoted between migratory species instruments may facilitate coordination efforts.</p>
<p><b>(12) Actions to prioritize the growth of CMS and the CMS Family</b></p>	<p>Encourage more Range States to become Parties/Signatories to CMS and CMS Family. (12.2) ongoing commences in short term</p>			<p>NO – institutional, to be dealt with by COP directly.</p>

FUTURE SHAPE ACTIVITY and DESCRIPTION	SHORT TERM: BY COP11 - 2014	MEDIUM TERM: BY COP12 - 2017	LONG TERM: BY COP13 - 2020	RELEVANCE TO DRAFT STRATEGIC PLAN 2015-2023
<ul style="list-style-type: none"> <li>- To augment the growth of the CMS Family.</li> <li>- To maximize resource efficiency.</li> <li>- To identify common threats shared across conservation programmes and relevant responses through the use of best practice.</li> <li>- To develop synergies.</li> <li>- To increase global coverage.</li> <li>- To focus the development of new agreements.</li> </ul>	<p>Agreements and MoUs focused only on migratory species (as a policy) (12.1)</p> <p>Create criteria against which to assess proposed new potential agreements. These criteria to include scientific need, the added value of CMS involvement, existing and potential synergies (internally and externally) funding criteria and existence of a volunteer coordinator. An example of added value includes the consideration of whether the new agreement would encourage participation and extend Parties, including considering whether the proposed agreement is better served by another MEA or other initiatives. (Includes - Improving identification of priority objectives and prioritize current activities and develop a policy where implementation monitoring must be a part of any future MoUs. (Includes: Development and/or utilization of indicators to monitor effectiveness of agreements; Implementation and effectiveness of MoUs to be reviewed at COP level; After set period of time CMS Secretariat to report on MoU implementation). (12.3 and 12.5)</p>	<p>Extending the scope of existing Agreements/ MoUs rather than developing new Agreements/ MoUs (e.g., AEWA and elephants MoU). (12.4)</p>		<p>Through the sub-targets, the Plan could offer some strategic direction on how to decide priorities for the development of future instruments, starting from the ideas in COP Resolution 10.16 (Priorities for CMS Agreements),</p>
<p><b>(13) Seek opportunities to expand and develop capacity building across the CMS Family</b></p> <ul style="list-style-type: none"> <li>- Expand and enhance capacity building to improve conservation efforts and implementation.</li> <li>- To include centralized workshops by region or along common thematic interests, for example the development of national policy instruments, reporting practices and species monitoring.</li> </ul>	<p>Work with local and regional partners to develop capacity building. (13.1)</p>			<p>Precedes Plan period.</p>
	<p>CMS provide centralized services relating to build capacity with the CMS Family including training and educational activities. (13.2)</p>			<p>Implementation details in sub-target(s) and/or the Companion Volume.</p>
<p><b>(14) Seek opportunities to expand and enhance fundraising activities</b></p> <ul style="list-style-type: none"> <li>- To coordinate fundraising activities.</li> <li>- To develop synergies.</li> <li>- To identify funding opportunities.</li> </ul>	<p>CMS coordinate fundraising activities work with partners and stakeholders to expand fundraising activities. (14.1)</p>			<p>Implementation details in the Companion Volume.</p>
<p><b>(15) Enhanced collaboration between CMS agreements (for Option 2) via Secretariats or (for Option 3) via merger of agreements based on either geography/ ecology or on species clusters</b></p>	<p>Cooperation and coordination between agreement programmes and projects based on species clustering, thematic issues or geography as appropriate (15.1)</p>	<p>Begin considering, if appropriate, merging agreements based on geography and/or ecology or species grouping. (15.3)</p>		<p>The issues of synergies, resources etc are relevant and will be dealt with through targets and the Companion Volume,</p>

FUTURE SHAPE ACTIVITY and DESCRIPTION	SHORT TERM: BY COP11 - 2014	MEDIUM TERM: BY COP12 - 2017	LONG TERM: BY COP13 - 2020	RELEVANCE TO DRAFT STRATEGIC PLAN 2015-2023
<ul style="list-style-type: none"> <li>- To seek opportunities to develop synergistic relationships either based on geography or species clustering.</li> <li>- To maximize resources.</li> <li>- To encourage cooperation between agreements.</li> <li>- To develop common conservation programmes.</li> <li>- To consolidate funding.</li> </ul>	<p>If appropriate, cooperation and coordination between Agreement Secretariats e.g. based on species clustering or on geography. (15.2)</p>			<p>however the institutional issues are beyond this scope.</p>
<p><b>(16) Monitoring of implementation</b></p> <ul style="list-style-type: none"> <li>- An assessment of the quality of work being undertaken, an identification of gaps in the programmes and what possible measures may be required in order to close the gaps.</li> <li>- To improve implementation across the CMS Family.</li> <li>- To measure success.</li> <li>- To share best practice.</li> </ul>	<p>Utilization of systems of assessment and monitoring external to CMS (for example by UNEP-WCMC). (External) (16.1)</p>	<p>Improve mechanisms to measure implementation of CMS and its Family both from a Party and conservation perspective, quality of work, and identification of gaps and propose measures to close these gaps. Developing indicators for measuring action plans. (Internal) (16.2)</p>		<p>Elaborated in the Companion Volume</p>