

Convention on Migratory Species: Future Shape Phase III

Report by ERIC Ltd
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Acronyms

ACAP	Agreement on the Conservation of Albatrosses and Petrels
ACCOBAMS	Agreement on the Conservation of Cetaceans of the Black Sea, Mediterranean Sea and Contiguous Atlantic Area 1996
AEWA	Agreement on the Conservation of African-Eurasian Migratory Waterbirds 1995
ASCOBANS	Agreement on the Conservation of Small Cetaceans of the Baltic and North Seas 1992 / Agreement on the Conservation of Small Cetaceans of the Baltic, North-East Atlantic, Irish and North Seas 2008
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CMS	Convention on the Conservation of Migratory Species of Wild Animals 1979 (also known as the “Bonn Convention”)
CMS Family	CMS and Subsidiary instruments created under the aegis of CMS
COP	Conference of the Parties
CSN	Critical Site Network
EUROBATS	The Agreement for the Conservation of Populations of European Bats
FS Process	Inter-sessional Process Regarding the Future Shape of CMS
IEG	International Environmental Governance
IOSEA	Indian Ocean – South-East Asian Marine Turtle Memorandum of Understanding
IPBES	Inter-Governmental Science-Policy Platform on Biodiversity and Ecosystem Services
ISWGoFS	Inter-Sessional Working Group of the Future Shape of CMS
IUCN	International Union for Conservation of Nature
MEA	Multilateral Environment Agreement
MOP	Meeting of the Parties
MoU	Memorandum of Understanding
MOS	Meeting of the Signatories
NGO	Non-Governmental Organization
ScC	Scientific Council
SPREP	South Pacific Regional Environment Programme
StC	Standing Committee
UNEP	United Nations Environment Programme
UNEP-WCMC	UNEP World Conservation Monitoring Centre
WOW	Wings over Wetlands (WOW) UNEP-GEF African-Eurasian Flyways Project

Executive Summary

This Report is part of the third Phase or Step of the Future Shape (FS) process. The idea to launch an initiative aimed at restructuring the functioning of the Convention on Migratory Species' (CMS') Family was first expressed by the Parties at the 32nd Session of the Standing Committee (StC) in November 2007. At the meeting the Parties recognized and were concerned about an inconsistency between the rapid growth of the Convention in recent years and the human and financial means at its disposal which could not respond any longer to CMS's objectives in an adequate manner. The StC therefore decided on the creation of an electronic Steering Committee on the FS of the Convention, but the decision was never followed by any concrete action until COP 9.

Given the continued growth and success of the CMS Family and acknowledging the existing UN review on how the Organization could develop into a more integrated entity, through management and policy developments, COP 9 launched the Intersessional FS Process. The purpose of this FS Process, as mandated and set out in Resolution 9.13, is to explore:

“.....the possibilities of strengthening the contribution of the CMS and the CMS family to the worldwide conservation, management and sustainable use of migratory species over their entire range”.

Starting in July 2009 and finalizing in December 2011, the Environmental Regulation and Information Centre (ERIC) has produced three reports on the FS of the CMS and the CMS Family for the Intersessional Working Group of the Future Shape (ISWGoFS). All Reports are available on the CMS website and summarized in section 2 of this Report.

ERIC would like to warmly thank the Chair and members of the ISWGoFS, the CMS Secretariat, the Secretariats of all the CMS Family agreements and all others who contributed, for their invaluable support and guidance during the FS Process.

The ISWGoFS and ERIC give grateful thanks to France who together with Finland funded the external consultancy; to Switzerland, France and Germany for funding the ISWGoFS meetings and to Germany for their contribution towards translations.

Phase I

Phase I entailed preparing an overview of the organization and activities of the CMS and its Family and producing a critical operational analysis by focusing on advantages and disadvantages of current arrangements. There are many success stories in the history and current working of the CMS Family, including the clear dedication and high calibre of its staff. However Phase I focused on identifying specific issues which could be improved for the benefit of conservation of migratory species. We have outlined below the issues raised in Phase I:

- *staff and integration* – there are areas that would likely benefit from improved staffing levels when considering their workload (e.g. Policy & Agreements Unit and the Information & Capacity Building Unit); the CMS Family can seize the opportunity to work in a more integrated way sharing resources, knowledge and know how across agreements;
- *financing* – MoUs have no regular secure funding but rely on voluntary contributions which can lead to a piecemeal approach to conservation and a lack of medium to long-term planning; conservation activities by and large also depend on voluntary contributions across agreements. It should also be noted that the vast majority of conservation activities mandated by the Parties are funded by voluntary contributions whilst Convention and Agreement core budgets (mandatory contributions from Parties) cover, largely, institutional costs;

- *implementation monitoring* – ERIC found no harmonized implementation monitoring across the CMS Family;
- *capacity building* – the CMS’ core budget for capacity building, on which many agreements rely, is €21,814¹ for the period 2009-2011; there is no centralized tool (e.g. intranet) to support capacity building; in some Range States there is insufficient capacity building and training for technical staff;
- *the CMS Family Coverage* – the CMS aspires to have global coverage and the current percentage of Parties per CMS world region is: Latin America & the Caribbean 10.3%, North America 0%, Oceania 5.2%, Asia 12.1%, Africa 36.2% and Europe 36.2;
- *reporting* – there is a heavy reporting burden for Parties and there is no harmonized reporting across the CMS, or indeed across Multilateral Environmental Agreements (MEA);
- *technical data* – access to technical data across the CMS Family is variable, whilst some agreements have developed advanced systems, e.g. the Indian Ocean – South-East Asian Marine Turtle MoU’s (IOSEA) Interactive Mapping System (developed by UNEP-WCMC), this know how is not utilized across the CMS Family;
- *activity rate* – the last 5 year period to 2010 (2006-2010) has shown exponential growth of the CMS Family with the creation of 12 new agreements, with 11 of these only receiving voluntary contributions and being by and large supported by the CMS’ Scientific Council (ScC) and CMS’ Secretariat Policy and Agreements Unit;
- *regionalization and localization* – the CMS is represented in the regions by its Parties, however it does not have an institutional presence within each of its regions, being an organization that works in the main from its centre in Bonn with a number of agreements working independently outside the United Nations Environment Programme (UNEP); and
- *synergies* – seeking synergistic working requires clear high level policies to drive best results, alignment of goals, division of labour, maintaining long-term relationships and on the ground coordination of conservation actions. One particular example of recent synergistic working is the CMS Secretariat working with other international organizations and partners, for example the March 2011 meeting with the Convention on International Trade in Endangered Species (CITES). The CMS Secretariat advertised in May 2011 for a consultant to work on Inter-Agency liaison and Partnerships projects and policies.

Phase II

For each of the issues mentioned in point 3 of Resolution 9.13¹ and in the light of the outcome of the assessment of the CMS’ current situation, the ISWGoFS proposed a number of activities that could improve current operations and, as appropriate, solve any difficulty encountered and foreseen in the functioning of the CMS and the CMS Family.

Examples of these activities include to: “*identify opportunities for cooperation and coordination at the local and regional level through the creation of synergies based on geography*”; “*carry out a global gap analysis at the Convention level and to assess resources appropriateness*”; or “*enhance communication and seek opportunities to develop awareness of the CMS and the CMS Family*”.

¹ UNEP/CMS/CONF.9.33/Rev.2.

ERIC proposed a number of Options during this Phase, but due to time constraints the Chair of the ISWGoFS mandated grouping the activities in four Options – namely Concentration, Decentralization, Ideal and Low Cost; the first two having also been proposed for consideration by ERIC.

The ISWGoFS later accepted the development of the activities but rejected the four Options. However the Phase II exercise and the resulting Report was used as a key basis for developing the Phase III Report.

Phase III

At the commencement of Phase III, the activities in Phase II were further rationalized by timeframe of implementation: short-term (to be achieved by COP 11 in 2014), medium-term term (to be achieved by COP 12 in 2017) and long-term (to be achieved by COP 13 in 2020). A number of activities however were identified as continuous or ongoing activities, which cross all three timeframes (these ongoing activities have been identified in the tables at Annexes I to 4).

The activities are included in the following three Options chosen by the ISWGoFS at their February 2011 meeting. The Options are cumulative as Option 2 contains its own activities and all activities in Option 1, and Option 3 contains its own activities and all activities in Option 2 and therefore also in Option 1.

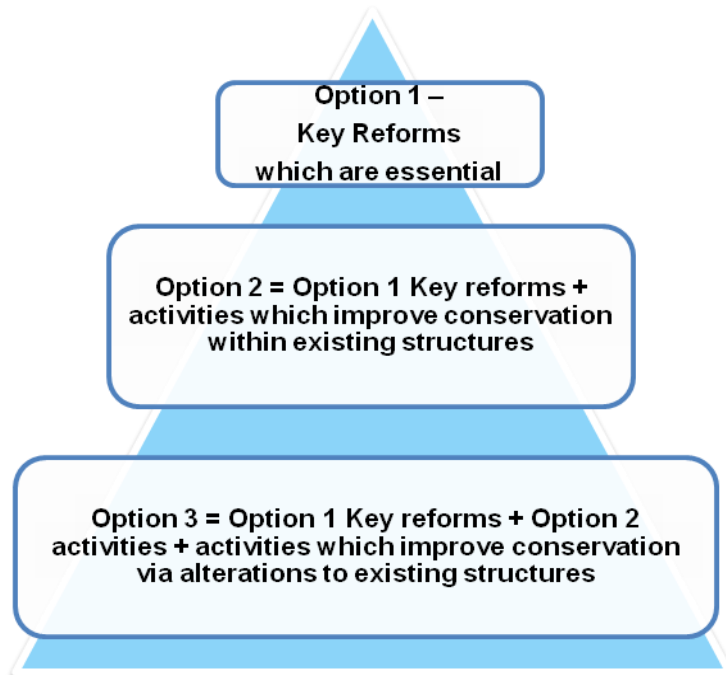


Figure 10: Pyramid of options (repeated here from page 26).

The activities are broad in nature and sometimes are divided into sub-activities (e.g. 1.1, 1.2 and 1.3 - see Annex 1 page 44) to indicate the possible different degrees, forms and sometimes timescales for implementation of the same type of activity.

It is then for the COP to choose, or not, part or all of one of the Options as they appear in this paper, or to choose to implement a number of activities from the Options.

Option 1 – Key Reforms

Option 1 deals mainly in the short-term², and thus tackles to a fairly large degree but not solely, all the issues raised in Phase I: staffing and integration, implementation monitoring, capacity building, the CMS Family coverage, reporting, technical data, the Family's rate of growth, regionalization/localization and synergies. It offers opportunities for organizational change, but does not require any institutional change.

Some have viewed this Option as that which offers picking from low hanging fruit, with realistic and achievable activities. However, merely because something is more attainable does not mean that it is less valuable, but perhaps that it provides the first stepping stone to achieving full implementation of a longer term goal.

This Option aims to lead to greater integration, less duplication of work, greater implementation monitoring and resource evaluation - all in all a more efficient use of limited resources by working in a more integrated and synergistic way, which is in fact the greatest theme within this Option.

Option 2 – Improve Conservation within Existing Structures

In addition to what the ISWGoFS sees as the essential activities contained in Option 1, this Option builds upon those and includes desirable enhancements that could be achieved without any alteration to the existing institutional structures of the CMS or its Family. The activities are additional to those put forward in Option 1, and therefore there are no activities in Option 1 that are not also in Option 2. The distinguishing feature of Option 2 is that it will require a longer term approach to achieve the aims and objectives in comparison to those set out for Option 1.

Further Option 2 has four completely new activities, not included in Option 1. These are: the restructuring of the ScC by basing its membership on species grouping or thematic cross cutting issues; seeking opportunities to expand upon capacity building; seeking to expand upon fundraising activities and enhancing cooperation between the CMS' agreements.

This Option has the qualities which characterized Option 1, namely integrated and synergistic working, but more fully developed. Adopting Option 2 should also place the CMS and its Family at the forefront of harmonized biodiversity data systems, as well as add value to the CMS, increase its profile amongst the international Convention community and potentially increase its global reach.

Option 3 – Improve Conservation by Altering Existing Structure

Option 3 is a more radical Option. It includes all of the activities in Option 1 and 2, but then adds activities which require a structural change to the workings of the CMS and its Family, either through a change to its institutions or to the text of agreements.

In addition to leading to a more integrated, synergistic and high profile CMS, this Option seeks a fully integrated CMS by bringing together institutions and merging agreements by taxonomic group and/or geography. Due to the longer-term timescales necessary to make structural changes, this Option is likely to take the longest time to fully achieve. The estimated costs of this Option taken on its own are not necessarily high because the costs are not fully known at this stage given that they do not make provisions for the final institutional and management changes that would have to take place. However,

² See Annex 4 for Phase III Option Implementation by Time Frame.

Option 3 arguably has the potential to offer the highest savings as it aims to create the most coordinated and integrated way of working across the CMS Family which can deliver high institutional and organizational resource efficiencies.

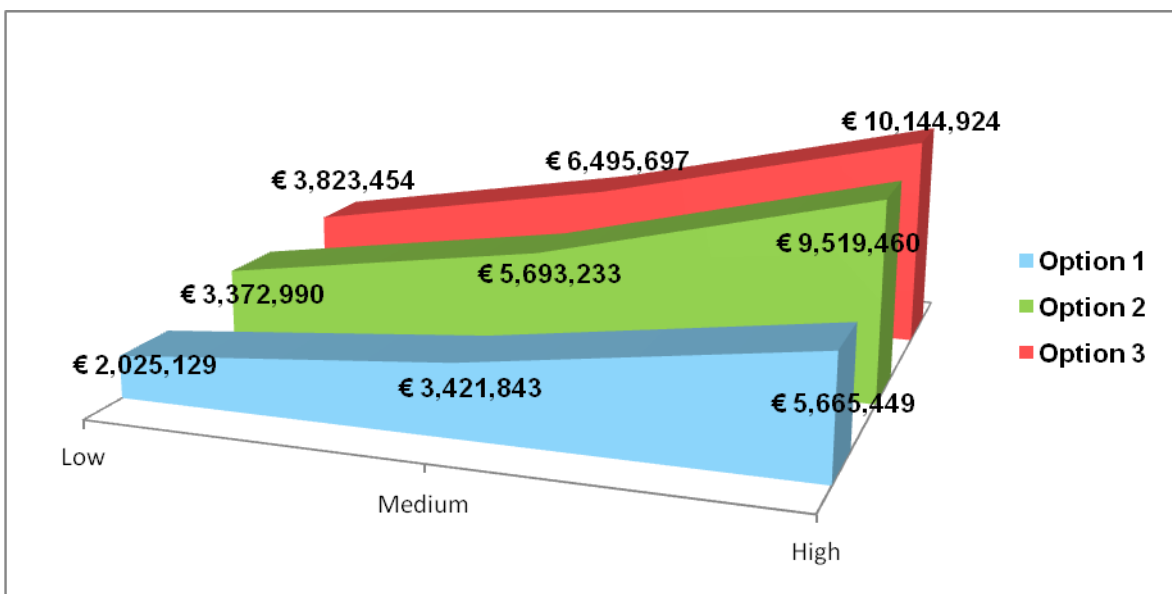
Option Costs

For each option an estimated range of costs (low, medium and high)³ were prepared over a triennial budgetary period. This range of costs represents different cost variations of implementing an activity; e.g. of low costs: it costs less to use Junior Professional Officer’s (JPO) or consultants than CMS staff; to look for ways of sharing resources through integration, therefore decreasing costs. However, without better understanding implementation of current Strategic and Action Plans, carrying out a resource evaluation and reassessing management priorities to fit in with the chosen Option, and therefore understanding resulting savings, actual costs cannot be stated with certainty.

There are various types of estimated costs which appear in this report, for e.g.:

- total option costs – which include new costs to implement the option plus costs of using existing CMS and CMS Family staff costs which are already covered by core budgets (see final totals at Annex 2);
- new option costs – which exclude costs of using existing CMS and CMS Family staff time, which are already covered by core budgets;
- new staff costs – which set out estimated costs of new CMS and CMS Family staff; and
- external costs – which account for non CMS staff such as external consultants.

Figure 1 below illustrates the estimated total costs (including existing costs for CMS and CMS Family staff covered by core budgets) for each of the three options across the three cost ranges (low, medium and high).



³ This report summarizes all costs at Annex 2.

Figure 1: Total cost of each option across 3 costs ranges.

Figure 2 below does not include the costs associated with existing CMS Secretariat and CMS Family staff time (already covered by core budgets) and therefore represents only new costs for the three options.

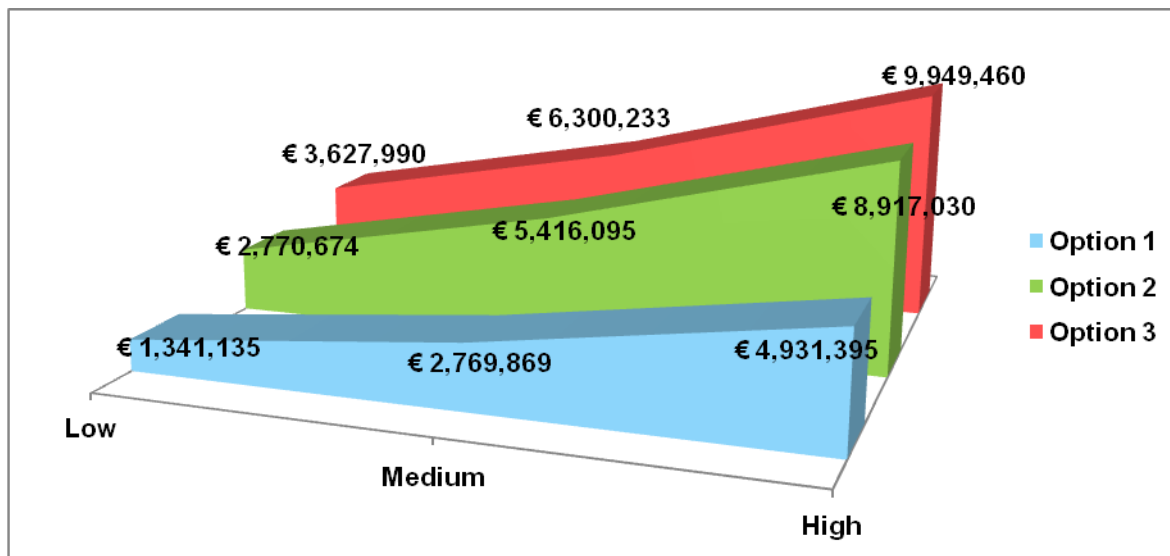


Figure 2: Total new costs excluding existing CMS and CMS Family staff time across 3 cost ranges.

Table 1 identifies the percentage increase of new costs (as set out in Figure 2 above) on the CMS' 2009-11 core budget for each option across a range of costs.

Option	% increase low range	% increase medium range	% increase high range
Option 1	21	42.5	75
Option 2	42.5	82.5	135
Option 3	55.5	96	151

Table 1: Percentage increase of the CMS' core budget per option across a range of costs.

Options and issues raised by the ISWGoFS

At their February 2011 meeting, the ISWGoFS wished ERIC to consider how the chosen three options supported a number of concerns. We summarize the principal issues of concern below.

Proliferation of agreements without resources

This issue is dealt directly by an activity themed “*Actions to prioritize the growth of CMS and the CMS Family*”. In itself there are various ways of achieving the aim of this activity. Option 1 tackles this activity fully.

CMS' global presence

This issue is strongly dealt with in Option 1 by implementation of the activity “*Enhance communication and seek opportunities to develop awareness of CMS and its Family*”. For Option 2 “*Enhancing scientific and research information*” offers the development of a migratory species data hub which would facilitate the use of migratory species data as an indicator of climate change. This would

certainly raise CMS's profile within the wider international Convention community and give it a niche in a crowded regulatory field.

CMS's global presence can also be enhanced by increasing synergies with other relevant MEAs and institutions (Option 2) and by developing its local presence in the regions as per Options 1 to 3.

Role in cross cutting issues

There are a number of activities that would support this issue in all of the options. However the role of cross cutting issue is directly dealt with in Option 2 which fully supports the coordination of research programmes on such issues across the CMS Family (see "*Enhancing scientific and research information*" – medium-term – Option 2).

Taxonomic clustering

All Options offer an activity with a degree of taxonomic clustering. Option 3 offers the strongest as it proposes "*Enhanced collaboration between CMS agreements via projects, programmes or Secretariats based on either geography or on species clusters*" by merging agreements on the basis of species clustering. This would allow a framework agreement to be developed for different taxa which could then have regional action plans, much like the recommended Option by the Flyways Group following the Flyways Review.

Strategic presence in regions (and in other MEAs)

Options 2 and 3 offer the best opportunity to increase the CMS' strategic presence in the regions and amongst other MEAs as to "*Identify opportunities for cooperation and coordination at the local and regional level through the creation of synergies based on geography*" is fully implemented in Option 2.

This activity deals with regionalization directly and makes provision in the short-term for having an institutional presence in each of the CMS administrative regions in conjunction with and where possible with assistance from UNEP, Non Government Organizations (NGOs), MEAs and Parties; in the medium-term for the regionalization of conservation efforts by having local outposts with assistance from UNEP, NGOs, Governments and MEAs (also included in Option 1); and in the long-term for agreements to consider enhancing collaboration and cooperation via sharing, for example, office/personnel/resources (as per Abu Dhabi for Dugongs and Birds of Prey MoUs) or sharing these resources with other settled institutions (e.g. local UNEP offices, IUCN, etc...).

Marine gaps

There is no activity that deals directly with covering marine gaps. However, "*To carry out a global gap analysis at Convention level and to assess resources appropriateness*", which is fully implemented in Option 1, would identify marine gaps.

Affecting agreements outside UNEP

Option 3 is the Option that would have the greatest effect on agreements outside UNEP because it advocates the merger of agreements and consolidation of scientific bodies. However, the activity could be changed to accommodate only those agreements within the UNEP Family.

ISWGoFS Recommendation

The ISWGoFS decided not to recommend one over any other of the three options and wished to leave it up to the Parties to make their choice.

Next Steps

This report will be communicated to the CMS' StC members six months before COP 10. The StC members are expected to respond providing their coordinated comments and suggestions four months before COP 10.

After review, and two months before COP 10, this Report will be made available to the Parties, to the CMS and to other related Agreements, UNEP, as well as to the multilateral environmental agreements and other international organizations concerned.

It is then for the COP to choose, or not, part or all of one of the Options as they appear in this paper, or to choose to implement a number of activities from the Options.

Flyways Review

The Flyways Review was finalized on 11 March 2011 and the ISWGoFS was asked to compare the outcomes of this and their own review. Although the Flyways review is more specific and comprised an agreement gap analysis many of the issues raised in the Flyways Review coincide with those raised during the FS Process and so do the activities chosen to tackle these issues.

The Flyways Review found that there were a number of flyway **agreements that would benefit from grouping** in order to create efficiencies of scale, e.g. alleviate the administrative burdens. The FS Review found this to be the case across the CMS Family. The Flyway Group's recommendation suggests that the CMS consider having "*Regional framework agreements supported by fully funded action plans focussing on the most urgent habitat and species conservation need in each Region of the world.*"

Grouping, merging or expanding agreements with common characteristics can lead to savings, and also assist with achieving greater coverage, increase Parties, help realise other synergistic opportunities, identify gaps, enables a habitat approach and develop a truly regional approach for the CMS. The FS Process identifies the following activities that assist in this respect:

- Activity 15 – "*Enhanced collaboration between CMS agreements via projects, programmes or Secretariats based on either geography or on species clusters.*";
- Activity 8 – "*Identify opportunities for cooperation and coordination at the local and regional level through the creation of synergies based on geography.*"; and
- Activity 11 – "*Seek opportunities to coordinate meetings between institutions, working groups and across the CMS Family agreements.*"

Having **guidelines for the creation of new agreements and initiatives**, to including adequate funding from the outset, was raised by both the Flyway's Review and the FS Process. The FS process has identified the following activity:

- Activity 12 – "*Actions to prioritize the growth of the CMS and the CMS Family.*"

Another issue raised by the Flyway's Review was the need to "**harmonize the use of indicators across the work of all the international Conventions.**" With a recommendation that the "*CMS should examine the new CBD indicator set following the agreement of the new CBD strategic plan, targets and associated indicators, to ensure a degree of harmony with them.*" The FS process has also flagged the need to harmonize reporting across CMS relying where possible on synergistic working across MEAs and other international institutions:

- Activity 9 – "*Harmonization and interoperability of information management and reporting systems where appropriate and applicable for the CMS Family.*";
- Activity 3 – "*Enhancing scientific research and information.*"; and

- Activity 1 – *“Alignment with international environmental governance reform.”*

Regarding **MoUs** the Flyways Review touches on the **lack of funding of some of these instruments**: *“The main problem in terms of maintaining effort in many cases, however, appears to be the lack of resources to coordinate and implement these initiatives.”* Again the FS Review found that some MoUs are funded well and others are not, relying only on voluntary contributions. FS activities that would assist with this issue include:

- Activity 10 – *“Strengthen the coordination and servicing of MoUs.”*; and
- Activity 12 - *“Actions to prioritize the growth of the CMS and the CMS Family.”*

The Flyways’ Review has stated that *“it is important that any new work related to flyway management “stands-out” and has an obvious profile with decision makers and with others. Work to achieve this should be included in any forward plan of activity and the issue of branding....”* The issue of **raising the CMS and its Family’s profile**, which can lead to greater coverage, funding and other synergistic opportunities, has been a theme throughout the FS process and actions have been identified to assist in reaching this goal. The following activity addresses fully this matter:

- Activity 4 – *“Enhance communication and seek opportunities to develop awareness of the CMS and CMS Family”.*

1. Background to the FS Review

The idea to launch an initiative aimed at restructuring the functioning of the CMS Family was first expressed by the Parties at the 32nd Session of the StC in November 2007. At the meeting the Parties, recognized and were concerned about an inconsistency between the rapid growth of the Convention in recent years and the human and financial means at its disposal which could not respond any longer to the Convention objectives in an adequate manner. The StC therefore decided on the creation of an electronic Steering Committee on the FS of the Convention, but the decision was never followed by any concrete action until COP 9.

Given the continued growth and success of the CMS Family and acknowledging the existing UN review on how the Organization could develop into a more integrated entity, through management and policy developments, COP 9 launched the Intercessional FS Process. The purpose of this FS Process, as mandated and set out in Resolution 9.13, is to explore:

“.....the possibilities of strengthening the contribution of the CMS and the CMS family to the worldwide conservation, management and sustainable use of migratory species over their entire range”.

Resolution 9.13 required that an ad-hoc working group be established with the task of drafting proposals on the future strategies and structure of the CMS and the CMS Family for presentation at COP 10. The terms of reference for this FS Process were also agreed at COP 9 and are set out in the addendum to Resolution 9.13. The terms of reference require the ISWGoFS to identify the institutional, legal, organizational and budgetary impacts of its proposals and take into account all issues raised in paragraph 3 of Resolution 9.13.

The ISWGoFS was to be supported by the CMS Secretariat, to meet throughout the FS Process and to consult with its members, the CMS and the CMS Family Secretariats, Parties, other MEAs and NGOs, and non Parties if so requested. The ISWGoFS was empowered to appoint external consultants if required and in 2009 and then again in 2010 appointed ERIC to assist them in the FS Process. This Process was to be divided in three Steps or Phases tied to a strict timetable; each of these Phases are summarized below.

ERIC would like to warmly thank the Chair and members of the ISWGoFS, the CMS Secretariat, the Secretariats of all CMS Family agreements and all others who contributed for their invaluable support and guidance during the FS Process.

The ISWGoFS and ERIC give grateful thanks to France who together with Finland funded the external consultancy; to Switzerland, France and Germany for funding the ISWGoFS meetings and to Germany for their contribution towards translations.

2. Summary Overview of 3 Phases

Please note that the information below on Phase I and II are a summary of extensive reports which are available on the CMS' website.

2.1. Phase 1: Pros and Cons of the CMS and the CMS Family

2.1.1. Objective

Phase I of the FS Process commenced the Inter-sessional Process dictated by Resolution 9.13 of exploring the possibilities of strengthening the CMS and its Family. Starting in July 2009 and finalizing with the production of a Phase I Final Report on the 1 January 2010, this Phase gave an overview of the organization and activities of the CMS and its Family and produced a critical operational analysis by focusing on advantages and disadvantages of current arrangements, as mandated by Resolution 9.13.

2.1.2. Methodology

The Report was based on documentary analysis of key documentation including the relevant agreements and MoUs forming part of the CMS Family. Associated web-based information was also reviewed. In addition, data was provided by the CMS Secretariat and from questionnaires designed by the ISWGoFS⁴, which had been completed by the Secretariats of the CMS Family.

2.1.3. Critical analysis of the current system

The CMS and its Family have been extremely successful at creating agreements and working for conservation for over three decades. There are many success stories in its history and current working, including the dedication and high calibre of its staff. We have had to summarize for this Report, and none of the issues raised below should be taken as criticisms of individuals but seen as structural challenges. ERIC has also felt that issues raised during the beginning of the process have already started to be addressed, which shows how interactive and iterative the FS Process has been.

2.1.3.1. Integration and staffing

The CMS Family relies on the CMS Secretariat to provide a measure of integration across the Family. For example most MoUs receive their Secretariat, and most of their scientific support from the ScC⁵ which allows sharing of expertise, experience in conservation, consistency of services, delivery of a strong central policy and understanding of what the MoUs require.

⁴ Questionnaire returns contained both factual information and the subjective opinion of the respondent where assessment was required.

⁵ The CMS Secretariat has stated that this is not a general rule although it is widely implemented. Resolution 2.7 states that Range States to the Agreement should decide on the administration of an agreement and that the Standing Committee to the Convention should agree whether this task shall be undertaken by the Secretariat.

The CMS Secretariat team is dedicated (a small team handles a great deal of work) and multifaceted. However, the expectation is that the CMS Secretariat has sufficient resources in terms of personnel, finance and logistics in order to sustain such an arrangement effectively. Whilst it is debatable whether this is the case or not, and whether a reprioritization of work agendas would help with this issue, the CMS position, in Figure 3 below, is compared against other MEAs in terms of the number of instruments and Parties they serve and their annual funding, using 2010 as the year of comparison.

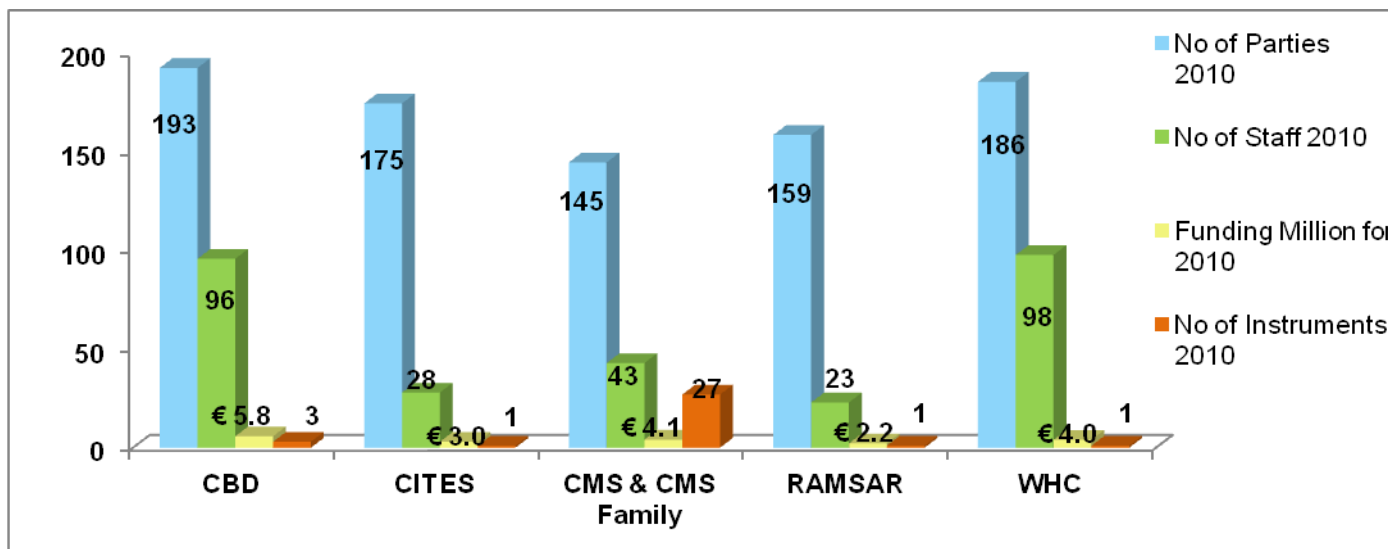


Figure 3: Number of Parties, staff, funding and Instruments served⁶.

Even if it is true that a measure of resource efficiency could be achieved by various methods, there are areas which are arguably understaffed (or would benefit from further external support) such as the Information Capacity-Building Unit and the Policy and Agreements Unit, when compared to their workload. The Policy and Agreement Unit with 4 staff members (Head of Unit, a Programme Assistant, a part-time Secretary (currently vacant) and a JPO), have to manage 15 agreements. The Information Capacity-Building Unit has 4 staff (Head of Unit, Public Information Assistant, a part-time Secretary, a clerk, and a registry clerk/secretary which they share with another unit) and they support 115 Parties, and various inter-sessional working groups.

ERIC found little evidence of cooperation between agreements, coordination of programmes across cross cutting themes or habitat related issues. However there are exceptions. The African Eurasian Waterbird Agreement (AEWA) announced at MOP 3 that it was seeking to identify areas of possible cooperation between the Agreement on the Conservation of Albatrosses and Petrels (ACAP) and AEWA to improve the effective management of issues of concern for the conservation of seabirds⁷. ASCOBANS and ACCOBAMS, who have convened joint workshops on common issues, have now also agreed that ASCOBANS will be represented on the ACCOBAMS noise working group to facilitate work on common marine noise issues. (See the Report on the 18th Meeting of ASCOBAMS' Advisory Committee (AC18).)

⁶ €4.1 million is based on €2.1 million from CMS, €674,000 from AEWA, €472,000 from ACAP (converted from \$Aus), €346,000 from EUROBATS, €180,000 from ASCOBANS, €232,000 from ACCOBAMS.

⁷ Reported at AEWA MOP 3.

2.1.3.2. Financing

One could argue that there is never enough money to dedicate to conservation activities and therefore ERIC does not comment on the suitability of core budgets (Party mandatory contributions) or voluntary contributions. However, in terms of the financial structure of the CMS, it is noted that MoUs have, in most cases, no regular secure funding⁸ but rely on piecemeal voluntary contributions which can lead to a piecemeal approach to conservation and a lack of medium to long-term planning, resulting in a risk to the CMS' reputation in advancing conservation locally. There is also arguably a case for a specific MoU coordinating Unit which would ensure very directed close follow-up of MoU meeting decisions and which could provide a greater focus for Party engagement.

We also noted that for Agreements, the majority of the core budget costs are dedicated to institutional matters, whilst voluntary contributions are used for conservation activities.

Figure 4 below provides a comparison of the core budget and voluntary contributions for legally binding agreements⁹.

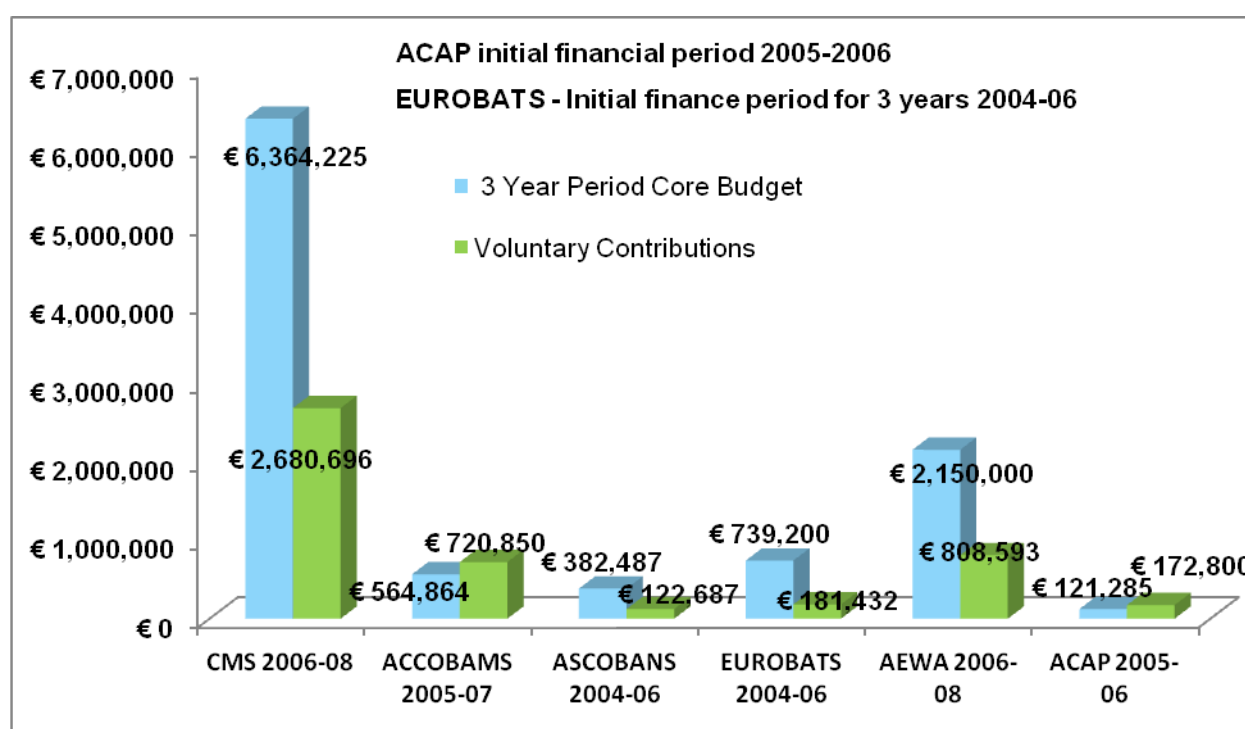


Figure 4: Core budget and voluntary contributions for legally binding agreements (based on latest available data).

A number of subsidiary agreements reported that a lack of finance was impacting on the implementation of their work plans, e.g. the Gorilla Agreement has received no core funding so far, the Siberian Crane MoU cannot finance monitoring of released birds, the Bukhara Deer MoU cannot develop a network for protected areas and the West African Aquatic Mammals is at a standstill due to lack of funding. On the other hand the West African Elephant MoU which requires an estimated

⁸ The exception to this are the MoUs based in Abu Dhabi.

⁹ The Wadden Sea Seals' Agreement did not provide any financial information so it is excluded from this chart. The Gorilla Agreement was not in existence during this budgetary period and therefore is also excluded from the chart.

US\$120,000 to operate for the next three years was provided in 2009 with voluntary contributions of €15,000 and €25,000 respectively from France, and at March 2011 these funds were still unspent.

Even if it could be argued that a lack of funding was applicable to all agreements, this may in reality be a reflection of the priorities of the Parties in the current economic climate and what may be necessary is to use current funding in a more effective way across the CMS and its Family and/or reprioritize mandated activities.

2.1.3.3. Implementation monitoring

Although some agreements have stated that they monitor implementation of their action plans, we found no harmonized implementation monitoring across the CMS Family so it is difficult at this stage to identify efficiencies and savings that could be achieved at the CMS and CMS Family level. At a central level, following the 37th StC meeting it was agreed that the review of the current Strategic Plan (as extended until 2014) would be undertaken in the inter-sessional period between COPs 10 and 11 (2012-2014)¹⁰.

2.1.3.4. Capacity building

In some Range States there is insufficient capacity building and training for technical staff. In addition, there is not always sufficient technical equipment available in some Range States to allow technical staff to undertake their duties e.g. ecological surveys and monitoring. The CMS' current budget for training workshops amounted to €21,814¹¹ for the period 2009-2011 which would arguably not cover this shortfall. However, there are no in-house tools, such as an intranet, that could provide an inexpensive solution to some of these capacity building issues.

2.1.3.5. CMS Family Coverage

CMS aspires to have global coverage. Figure 5 illustrates the number of Parties to the CMS by Region and the percentage of Range States in that Region who are Parties.

¹⁰ The elaboration of the CMS' new Strategic Plan for 2015-2017, which will take full account of the Future Shape Process, could be given to an Inter-sessional Working Group established at COP10.

¹¹ COP 9 Resolution 9.14.

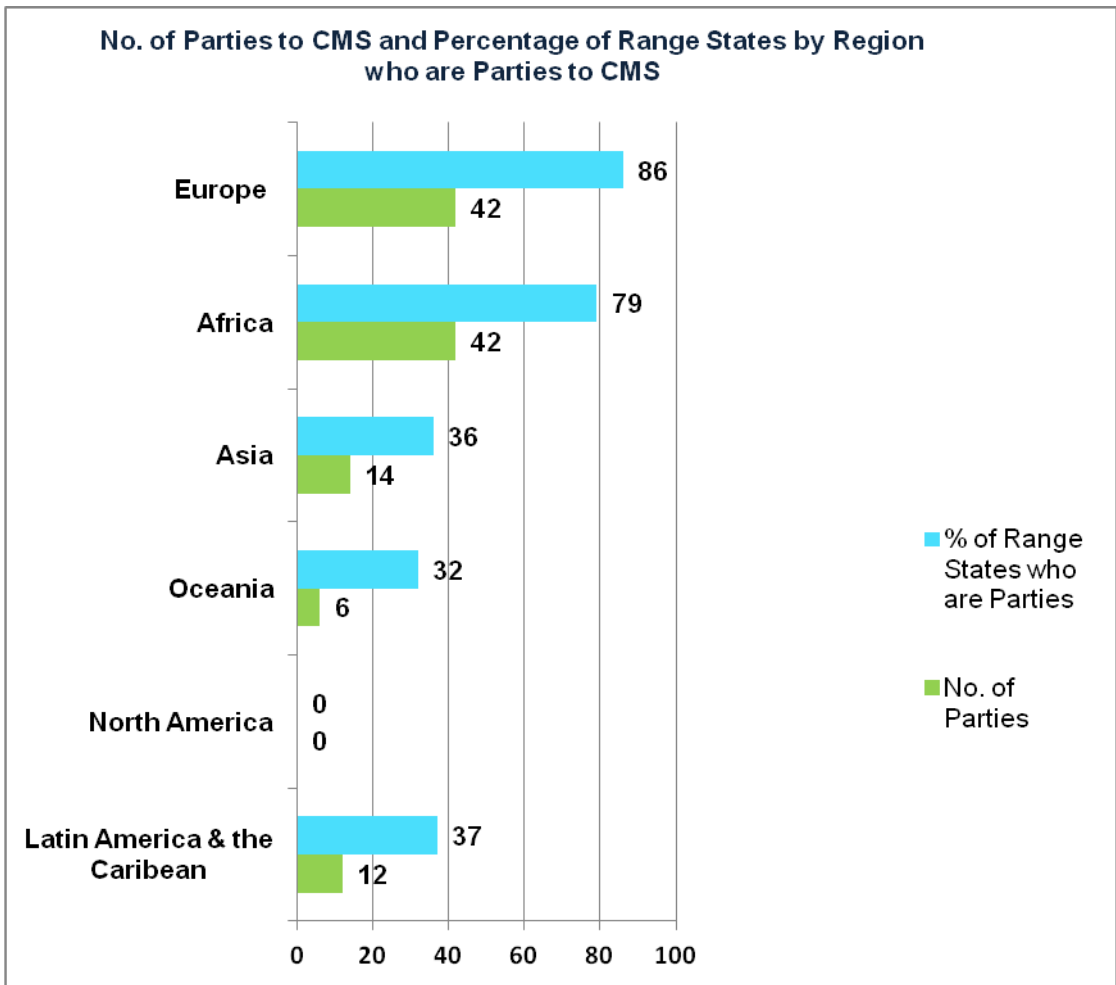


Figure 5: No. of Ranges States Per Region who are Parties to the CMS.

Figure 6 below illustrates the percentage of the CMS Parties when viewed by world region.

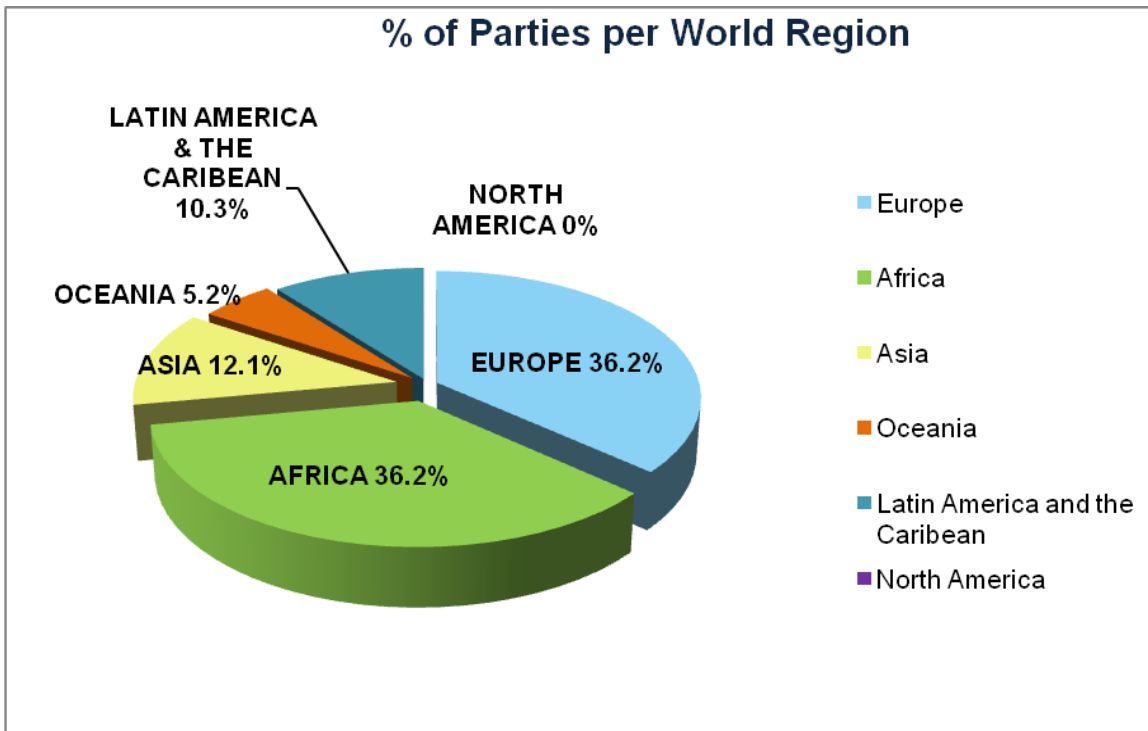


Figure 6: Percentage of Parties by Region.

Since the commencement of the FS process, the CMS has further endeavoured to raise its profile and presence in North America and has advertised to recruit an Associate Programme Officer (P2) for the North America Region. The Abu Dhabi Office is regionally well placed to cover the Middle East and Central Asia and services the Birds of Prey (Raptors) MoU and the Dugongs MoU. The IOSEA agreement covers the Indian Ocean and the South East Asian region.

Figure 7 below shows the difference between Range States and existing agreement MoU Signatories¹².

¹² The Sharks MoU is not included as there is no defined number of Range States.

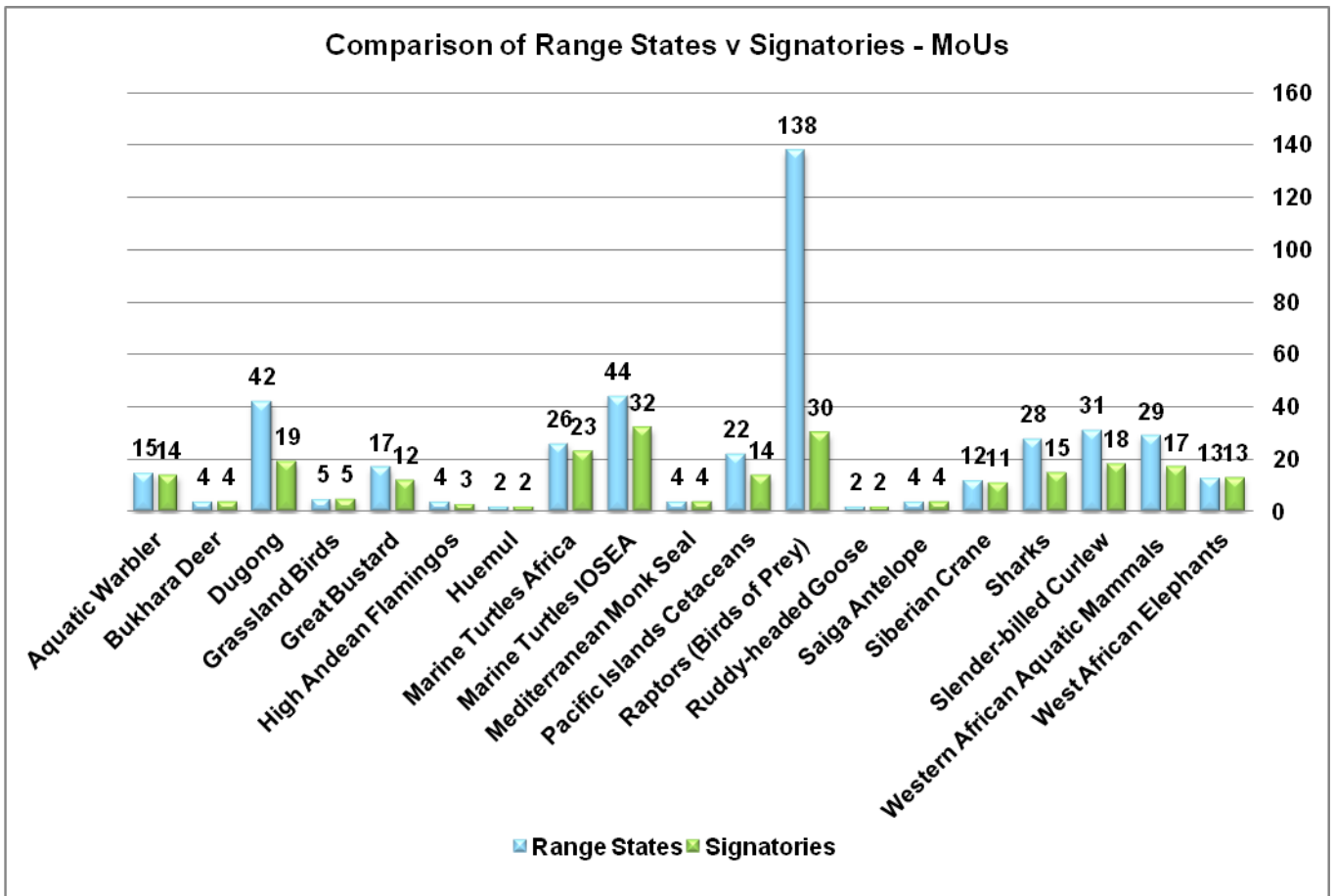


Figure 7: Comparison of Range States v Signatories of MoUs.

Figure 8 compares Range States and existing Parties to the legally binding agreements (Agreements).

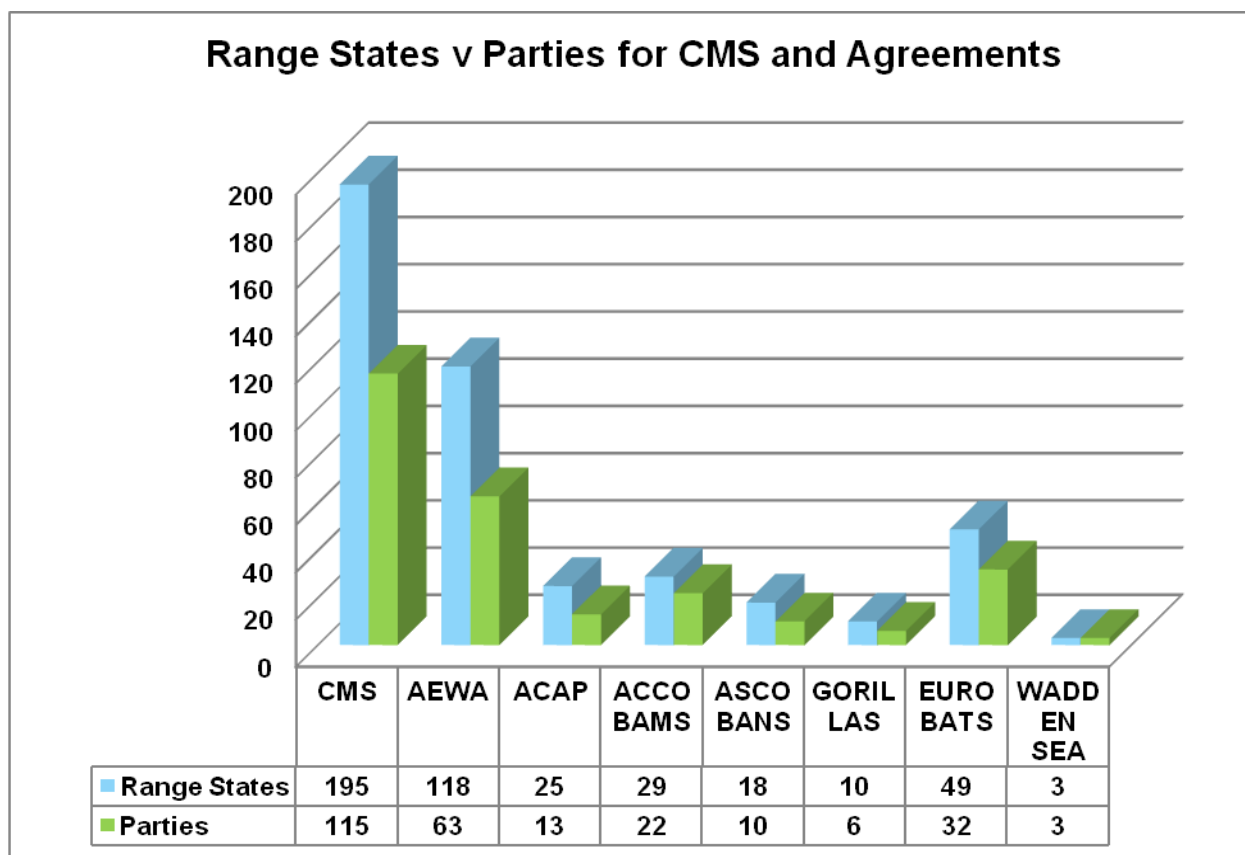


Figure 8: Comparison of Range States v Signatories for the CMS and daughter Agreements.

2.1.3.6. Reporting

ERIC found that there was a large reporting burden on Parties who did not always have the resources or time to deliver what was required. This is due to the volume of reports required (being sometimes Party to more than one CMS agreement, as well as other MEA and related institutions) and a lack of harmonized reporting. Although a number of instruments have provided a mandate for working on such harmonization (e.g. the CMS and AEWA), there is no CMS Family wide coordination of reporting periods or CMS Family wide standardized reporting system.

Other issues raised by Parties were that questions asked in reports were sometimes duplicated across agreements, leading to inefficiencies and duplication of work. Where different national focal points have been identified by Governments for different agreements, this problem is compounded for example when national focal points do not communicate with one another or due to differences between decisions taken by the Parties/ Signatories to the various instruments on what to report and the degree of information to provide. All of this also means that it is difficult for Secretariats to easily consolidate individual reports into a single report that summarizes the collective position of all Parties/Signatories.

We would also like to point out that there is no harmonization of reporting across biodiversity-related Conventions¹³, which further increases the burden on Parties also members of other international agreements who find that they have ever growing reporting requirements.

2.1.3.7. Technical data

Access to technical data across the CMS Family is variable, whilst some agreements have developed advanced systems, e.g. the IOSEA MoU's Marine Turtle Interactive Mapping System (developed by UNEP-WCMC), other agreements have linked in with other organizations, e.g. AEWA to produce the Critical Site Network tool for the Wings over Wetlands projects. However, this knowhow is not used across the CMS Family.

In relation to the CMS Information Management system, the implementation of linking data related directly or efficiently to knowledge and information generated within the CMS with other sources has not been fully achieved¹⁴.

2.1.3.8. Activity rate

The CMS Family has been hugely successful at signing agreements, with 7 legally binding agreements and 19 MoUs in existence at May 2011. This shows awareness of the need to protect biodiversity, the important role played in national ecosystems by migratory species, Government goodwill towards CMS and the excellent negotiating ability of the CMS Family. However, rapid growth without consolidation can mean that limited resources are further stretched, risking patchy implementation of all, newer and older, agreements. Opportunities for consolidation may also be being missed.

Figure 9 below shows rate of growth for both legally and non-legally binding agreements for the last 20 years. The majority of the CMS Family's growth has taken place in the last 10 years (2001-2010) with 19 agreements coming into existence in that period, compared to 7 in the previous decade (1991-2000). The last 5 year period (2006-2010) has shown exponential growth of the CMS Family with the creation of 12 new agreements, with 11 of these only receiving only voluntary contributions and being by and large supported by the CMS, ScC and Secretariat Policy and Agreements Unit (currently staffed directly by a Head of Unit, a Junior Professional Officer (JPO) a Programme Assistant and a part time Secretary). The CMS Secretariat has stated that two new posts are scheduled to commence at the aforementioned Unit in 2011, namely a part-time JPO and a P2 Officer secondment.

¹³ UNEP is working on this and in 2008 produced a report *'Joint core reporting elements of biodiversity-related conventions and agreements'* prepared by UNEP Division of Environmental Law and Conventions and UNEP-WCMC.

¹⁴ UNEP/CMS/Conf.9.18/Rev.1

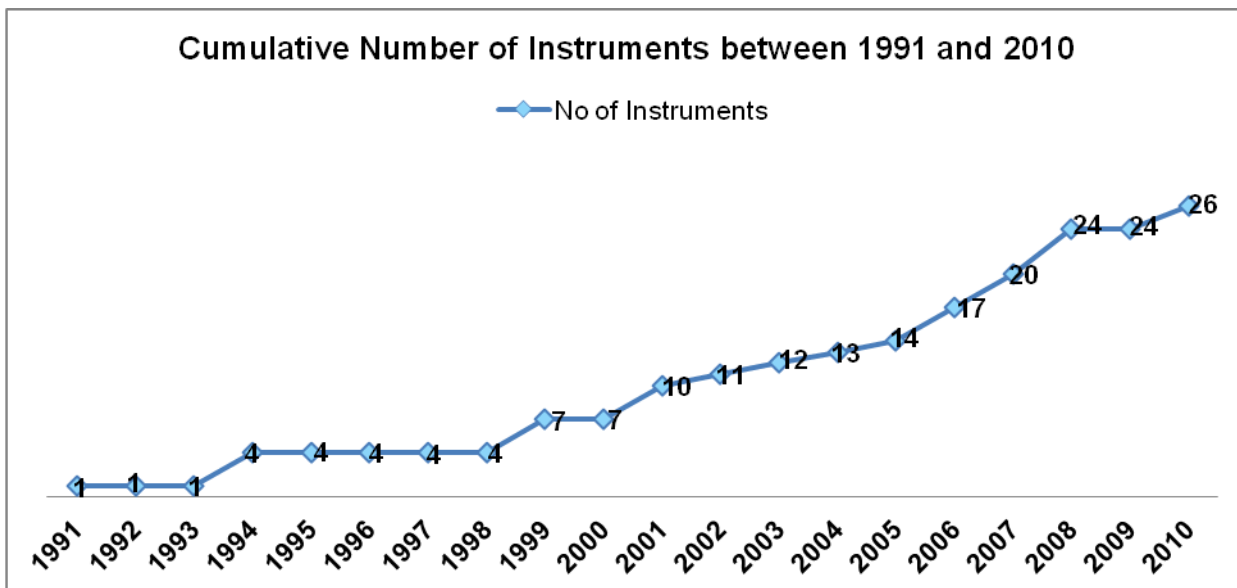


Figure 9: Year on year growth of legally binding and non-binding instruments.

2.1.3.9. Regionalization and localization

The CMS does have a presence in the Regions through its Parties but it is an organization that works in the main from its administrative centre in Bonn. There was also a perceived need by some of the Parties for more on the ground conservation work and local presence of the CMS, whether via the Secretariat or through greater engagement by a Regional Party or Parties. We would like to clarify that regionalization here does not refer to decentralizing the activities of the CMS. It signifies having a regional and/or local presence with assistance and coordination from a centralized CMS presence in Bonn in order to exploit local synergies and opportunities.

As noted previously CMS is currently advertising to recruit an Associate Programme Officer (P2) for the North America Region and does have a presence in Abu Dhabi and Bangkok.

2.1.3.10. Synergies

Seeking synergistic working requires clear high level policies to drive best results, alignment of goals, division of labour, maintaining long-term relationships and on the ground coordination of conservation actions.

The CMS Family has made efforts to work synergistically with other international organizations and partners. Initiatives, such as the March 2011 meeting with CITES on joint collaboration, the joint biodiversity convention retreat and Statement to the High-Level Segment of CBD-COP 10 on collaboration, current analysis of Convention on Biological Diversity's (CBD) Strategic Plan by the CMS Secretariat and the work on Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), are all good examples.

The CMS is currently advertising to recruit a consultant to work on interagency liaison, including setting up policies and working on the joint collaboration with CITES, leading to COP 10.

2.2. Phase 2: Development of Activities

2.2.1. Objective

For each of the issues mentioned in point 3 of Resolution 9.13 and in the light of the outcome of the assessment of the CMS' current situation, the ISWGoFS proposed a number activities that could improve current operations and, as appropriate, solve any difficulty encountered and foreseen in the functioning of the CMS and the CMS Family.

2.2.2. Methodology

The Second Step or Phase II of this process builds on ERIC's Phase I Report of the FS Process, responses to Phase II questionnaires for Parties/Signatories to CMS instruments, MEAs and partners (drafted by the ISWGoFS) addressed to CMS Parties, MEAs, and other CMS partners (e.g. NGOs and Scientific institutions), and the results of the ISWGoFS meeting on the 1-2 July 2010. At that meeting an exciting workshop was held where the ISWGoFS' members proposed a large number of activities to improve the CMS and its Family by taking into account the issues raised in Resolution 9.13 paragraph 3 and ERIC's paper for the meeting.

2.2.3. Activities

Following the 1-2 July 2010 meeting, ERIC was asked to provide detailed costing for implementing activities which addressed the issues identified in Phase I, and information on impacts of the activities in terms of the legal effect, institutional effect, conservation effect, integration within the CMS Family and synergies with external organizations.

ERIC then prepared a number of papers with Options for the ISWGoFS which grouped these activities by a common theme. However, due to time constraints the Chair of the ISWGoFS mandated grouping the activities in four Options – namely Concentration, Decentralization, Ideal and Low Cost; the first two having also been proposed for consideration by ERIC.

The ISWGoFS later accepted the development of the activities but rejected the four Options. However, the Phase II and the resulting Report was used as a key basis for developing the Phase III Report.

As the relevant detail is now also contained in the next Phase we shall proceed to discuss Phase III.

2.3. Phase 3: Development of 3 Options

2.3.1. Objective

On the basis of the hypothesis developed as a result of Phase II through the implementation of activities that address the issues raised in Phase I, the ISWGoFS proposed three different Options for the future organization and the strategic development of the CMS and the CMS Family. The pros and cons of each option in relation to their impact on the institutional, organizational, legal and financial impacts on the CMS and the CMS Family are outlined in Tables 3, 5 and 6 of this Report. (See Annex 1 for further details on the impacts of each activity on these four issues raised in Resolution 9.13).

2.3.2. Methodology

Given the large number of activities proposed in Phase II, with many of these activities having a common theme but by and large distinguished on a temporal basis, ERIC grouped these activities thematically and then differentiated them in terms of short, medium and long-term implementation. Short-term means final implementation of the activity within one COP (e.g. by 2014), medium-term within two COPs (e.g. by 2017) and long-term within three COPs (e.g. by 2020). This timeframe allows for implementation of activities to be commenced immediately but with realistic timeframes for completion. For information purposes a table grouping all activities by option and timeframe is included at Annex 4.

Given the current financial climate, costs were at the forefront of the ISWGoFS' mind. However, the WG did not want the consideration of any of the options or activities identified by the FS exercise to be excluded on the basis of costs and therefore asked ERIC to provide detailed costings for implementation of the activities on a range of costs basis (low, medium and high).

The final results of this estimated costing exercise are contained at Annex 2 of this Report. However, without a better understanding of the implementation of current Strategic and Action Plans and reassessing management priorities to fit in with the chosen option and therefore understanding resulting savings, actual costs for the options cannot be stated with certainty¹⁵. The costs were calculated for a three year budgetary period and have at this stage identified potential additional costs to the CMS and the CMS Family over and above the current core budget contributions, as well as providing a financial estimate for the time contribution of existing staff members, which is already covered by core budgets.

The 3 options are described and then presented in tabular format with each option assessed against the headings below:

- a) Brief Description of Option;
- b) Aims and objectives of the Option;
- c) Organizational Impacts;
- d) Legal Impacts;
- e) Financial Impacts and Strategies;
- f) Institutional Impacts;
- g) Phase I Issues Addressed.

2.3.3. The Options

The ISWGoFS chose 3 options which contain activities that deal to different extents with all the issues raised in Phase I. The options are cumulative in that the activities included in Option 1 are also included in Option 2 and those activities included in Option 2 are also included in Option 3 (as illustrated in Figure 10 below). The purpose behind the options is to enhance the role of the CMS in contributing to the improvement of conservation necessary to conserve migratory species.

¹⁵ Annex 2 is a summary of the costings exercise as there was a very large amount of data in the full costing exercise. However the full data will be available as an information document from the CMS's website.

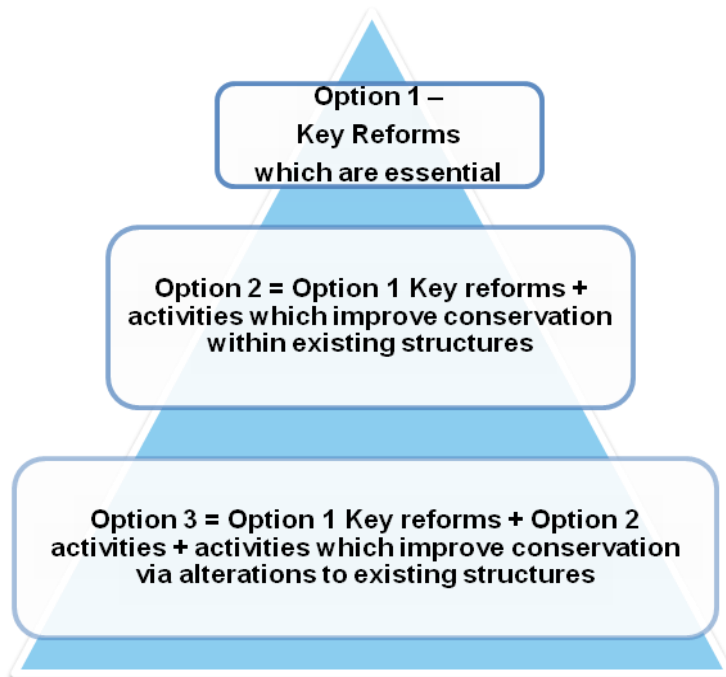


Figure 10: Pyramid of options.

The options are:

Option 1 – Key Reforms - Contains all activities that essentially improve the CMS and its Family’s efficiencies by addressing concerns identified in Phase I. Option 1 includes opportunities which can be achieved in the short-term, may result in organizational change, but do not require any institutional change.

Option 2 – Improve Conservation within Existing Structures - In addition to the essential activities contained in Option 1, this Option also includes desirable activities that improve the CMS’ capability to address the conservation of species and address threats without any alteration to the CMS or its Family’s existing institutional structures.

Option 3 – Improve Conservation by Altering Existing Structure - In addition to essentials in Option 1 and desirables in Option 2, this Option also includes desirable activities that improve the CMS’ capability to address the conservation of species and address threats, alter one or more of the CMS or its Family’s existing institutional structures and which may require legal changes to the Convention and/or its subsidiary agreements.

2.4. ISWGoFS Recommendation

The ISWGoFS decided not to recommend one rather than any other of the three options and wished to leave it up to the Parties to make their choice.

2.5. Next steps

This report will be communicated to the CMS Standing Committee members six months before COP 10. The StC members are expected to respond providing their coordinated comments and suggestions four months before COP 10.

After review, and two months before COP 10, this Report will be made available to the Parties to the CMS and to other related Agreements, UNEP, as well as to the multilateral environmental agreements and other international organizations concerned.

It is then for the COP to choose, or not, part or all of one of the Options as they appear in this paper, or to choose to implement a number of activities from the Options.

3. Options

3.1. Option 1: Key Reforms (Essential)

Option 1 deals mainly in the short-term¹⁶, and thus to a limited extent, with all the issues raised in Phase I: staffing and integration, implementation monitoring, capacity building, the CMS Family coverage, reporting, technical data, the Family's rate of growth, regionalization/localization and synergies. Some have viewed this Option as the one that offers picking from low hanging fruit. However, because something is more attainable it does not mean that it is less valuable, but perhaps that it provides the first stepping stone to achieving full realization of longer-term goals.

Of the 12 activities falling under this Option, four activities can be fully implemented across the three time-frames (short, medium and long-term) as all of their sub-activities are included within Option 1. The other 8 activities have sub-components or sub-activities contained within either Options 2 or 3; as such these 8 activities will only be partially implemented if Option 1 is the ultimate preferred option.

The four activities, which are fully implemented in Option 1, are:

- “*Alignment with International Environmental Governance Reforms*” (IEG) – which involves a longer time scale and the results of which are as yet unknown;
- “*Enhance communication and seek opportunities to develop awareness of the CMS and the CMS Family*” – has a large number of activities attached to it which lead to better integration across the CMS Family, aims to raise the CMS’ profile and may lead to global coverage. This activity is almost fully implemented, the only sub-activity not covered in Option 1 is translation of guidance documents by Parties which appears in Option 2;
- “*To carry out a global gap analysis at the Convention level and to assess resources (financial and human) appropriateness*” – which will allow a clear understanding of the CMS’ added value, identification of inefficiencies and of conservation gaps that need to be plugged; and
- “*Coordinated strategic plans for the CMS Family*” – would allow for full integration of conservation action plans across the Family, identification of gaps and work on cross cutting issues.

When analyzing the pros of the four activities above, they all lead to greater integration, less duplication of work, implementation monitoring and resource evaluation - all in all a more efficient use of limited

¹⁶ See Annex 3 for Phase III Option Implementation by Time Frame.

resources by working in a more integrated and synergistic way, which is in fact the greatest theme of Option 1.

Figure 11 below sets out two types of estimated costs for Option 1, namely total Option costs and new Option costs. Total Option costs include those relevant costs from existing CMS and Family staff, which are not new costs and which would already be included in the core budgets (mandatory Party contributions). These total Option 1 costs range from €2,025,129, €3,421,843 to €5,665,449 (depending how the activities are implemented) based upon a three year budgetary period¹⁷. The real new or additional estimated costs to the CMS and CMS Family for this Option (excluding cost for time of existing staff) range from €1,341,135, €2,769,869 to €4,931,395.

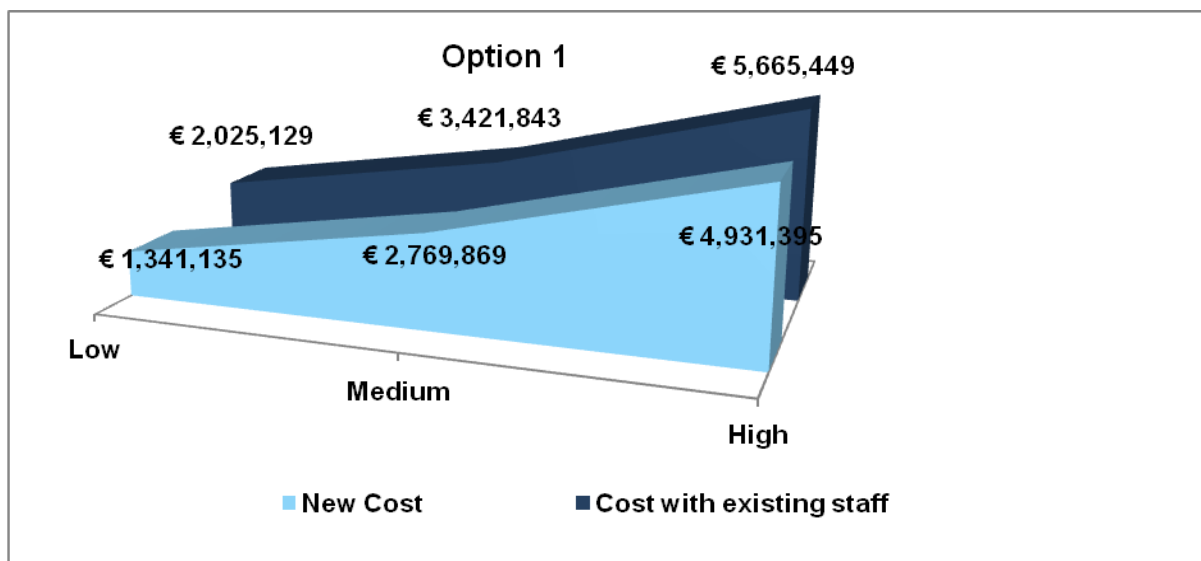


Figure 11: Option 1 costs.

However, there are a number of activities included in this Option 1 which are likely to lead to organizational savings and also to greater fundraising opportunities: raising CMS’ profile globally amongst MEAs and other international institutions; understanding what the CMS can offer in terms of synergies; understanding CMS’ added value; and avoiding duplication of work across the CMS Family through gap analysis and resource evaluation.

Potential areas for savings under Option 1 that can be identified at this stage include:

- Undertaking a gap analysis and financial and human resource assessment may require additional funding but once procedures are established, it can assist in achieving potential savings through prioritization of available funds, and from not pursuing ineffective programmes or projects;
- Harmonizing data is likely to reduce costs for bringing together national reports and would free time of staff spent on this task;
- Seeking to continue to expand opportunities for coordinating meetings within the CMS family can lead to financial savings relating to travel, venue and ancillary costs. Centralized services

¹⁷ It should be noted that a precise calculation or identification of all new costs (including savings) cannot be provided until a full resource evaluation of the CMS Family’s work has been undertaken.

can allow for the negotiation of volume discounts and coordinated use of personnel for the same tasks releases expertise and resource; and

- Prioritizing growth of the CMS and the CMS Family can provide savings by targeting the use of resources and greater sharing of resources across the CMS Family.

We have tried to minimize increasing CMS staff due to the higher cost and longer recruitment period, relying instead where possible on the use of consultants, NGO and other external support and Party support. In fact the lower cost version of Option 1 relies on greater Party support to improve the staffing complement, e.g. using JPOs and local coordinators to be based with Parties.

However, there is still a number of new CMS staff in this Option depending on which range of costs is chosen. Some CMS roles in-house are new, such as the CMS Implementation Officer and the Communication Officer, whilst other staff increases look at further supporting areas which can be viewed as understaffed when compared to their workload, such as the Policy and Agreement Unit.

There will also be organizational challenges within this Option as (like others) it relies on current staff time (estimated value between €737,054, €651,974 and €638,994 based on percentage of time over a three year budgetary period) which is not a new cost but may require reprioritization of work agendas.

Table 2 provides a summary of estimated new staffing required under this Option. The higher range of costs for Option 1 relies more heavily on new CMS internal staff. We note that this is merely a provisional evaluation which will require a full evaluation of current resources and the utilization of these resources.

	Low	Medium	High
New Staff	1 x F/T JPO for 1 year minimum P1	1 x P/T Communications Officer P2	1 x F/T Communications Officer P2
	Consultant (External Staffing source)	Consultant (External staffing source)	1 x F/T Implementation Officer (P2)
	1 x F/T MoU Coordinator based in Bonn (P2)	2 x F/T MoU Coordinators based in Bonn (P2)	3.5 x F/T MoU Coordinators based in Bonn (P2)
	4 x F/T Local MoU Coordinator based within MoU Range State	7 x F/T Local MoU Coordinators based within MoU Range State	14 x F/T Local MoU Coordinators based within MoU Range State

Table 2: Potential new staffing requirements for Option 1.

Table 3 provides a summary of Option 1, including an overview of the organizational, legal, financial and institutional impacts of the Option and how it addresses the issues identified in Phase I.

Table 3: Summary of Option 1

OPTION 1: KEY REFORMS						
Description of Option	Aims and Objectives of Option	Organizational Impacts	Legal Impacts	Financial Impacts	Institutional Impacts	Phase I issues addressed
<p>Option 1 seeks to address the weaknesses within the CMS and the CMS Family highlighted in Phase I of the Future Shape programme of work.</p> <p>It identifies those actions and activities that are essential and which improve efficiencies within the CMS and the CMS Family.</p>	<p>To address the major disadvantages and problems within the CMS and the CMS Family.</p> <p>To contribute to and play a key role in the IEG reforms.</p> <p>To improve and augment communication across and within the CMS Family and to the wider biodiversity community.</p> <p>To apply a strategic approach to prioritizing work through identifying gaps and resource effectiveness as well as the coordination of strategic plans for the CMS Family.</p> <p>To achieve a strategic presence within the regions and enhance the development of partnership working whilst maintaining consistency of agendas.</p> <p>To achieve the harmonization and interoperability of information management across the CMS Family where practicable.</p> <p>To achieve operational efficiencies through economies of scale (e.g. through strengthened coordination and servicing of MoUs and prioritizing meetings.</p>	<p>Pros Lead to greater economies of scale, enhances cooperation and coordination within the CMS Family leading to greater integration.</p> <p>Improves capacity building, which can assist in delivering conservation measures.</p> <p>Assists with prioritizing resources and reduction of duplication of efforts therefore leads to greater resource efficiency.</p> <p>Increases exchange and quality of data and assists with implementation.</p> <p>Reduces administrative and reporting burden.</p> <p>Raises awareness of the CMS both globally and at a local level.</p> <p>Strengthens subsidiarity, ensuring decisions are taken at the correct level.</p> <p>Provides for an increase in staffing and for the MoUs at a local level.</p>	<p>The majority of the activities listed under Option 1 do not lead to any legal changes to the text of the Convention or of any of the Agreements.</p> <p>Some of the activities will require Resolutions from the COP.</p> <p>May require Memorandums of Co-operation with NGOs and other third parties.</p> <p>Intellectual property rights could be an issue in relation to e.g. software ownership.</p> <p>Will require contractual arrangement with external bodies.</p> <p>Costs of legal staff required to write memorandums, which need to be clearly defined to ensure no misunderstandings in the roles and responsibilities of the different parties.</p> <p>Extending the scope of agreements will require Parties to agree to the change of the scope of the agreement.</p> <p>Time required for renegotiation period may be lengthy.</p> <p>Perceived risk of losing some of the provisions when the negotiations of an agreement are re-opened.</p>	<p>Pros Depending on the level of implementation (low, medium or high cost) organizational institutional saving should be achieved and agreement implementation improved.</p> <p>Greater opportunities for fundraising through improved partnership working and improved opportunities to engage with the private sector.</p> <p>Cons <i>Additional financing</i> would have to be found for this Option. The amount will depend on how the Option is implemented, with estimated total Option cost ranging :</p> <p>Low Cost €2,025,129 Medium Cost €3,421,843 High Cost €5,665,449</p> <p>This Option relies heavily on current staff time and consultants therefore a redistribution of work would have to be undertaken.</p> <p>Some of the main costs relate to increased promotional and publicity campaigns and costs range from a 50% to a 10% increase on the 2009-11 budget for this item.</p> <p>Also contributions to</p>	<p>Pros Assist institutions to identify gaps in implementation.</p> <p>Assists in a more integrated approach to agreement development.</p> <p>Assists institutions to achieve greater implementation of agreements.</p> <p>Greater assessment of resources at an institutional level.</p> <p>Improves integration within CMS Family and assists institutions to achieve greater impact at regional and local levels.</p> <p>Synergies across the CMS Family and increased synergies with both biodiversity and non-biodiversity MEAs, NGOs, parastatal organizations and other stakeholders.</p> <p>Promotes greater communication amongst CMS Family and institutions and raises profile globally.</p> <p>Enhances synergistic relationships and integration within the CMS Family.</p> <p>Increased ability to address cross cutting issues through integrated data and science,</p>	<p>Integration and staffing</p> <p>Capacity building</p> <p>Synergies</p> <p>Technical data</p> <p>Reporting burden</p> <p>CMS Family coverage</p> <p>Implementation monitoring</p> <p>Regionalization/ Localization</p> <p>CMS Family's growth</p>

	<p>To prioritize the growth of the CMS Family.</p> <p>To achieve increased implementation of agreements' action plans.</p>	<p>Cons Increased staffing results in an increase in budget.</p> <p>Extension of agreements could lead to reassignment of staff.</p> <p>Possible conflict of priorities between the CMS and its Family and organizations with which it collaborates.</p> <p>Impinging on current staff thus a resource evaluation required.</p> <p>Disparity in level of expertise.</p> <p>If centralized potential to be detached from data – e.g. ability to analyze where analyst is detached from the local realities.</p> <p>May be difficult to get Party consensus in setting criteria for growth of agreements.</p> <p>Expertise and resource gaps (regionalization localization).</p> <p>Not all short-term but medium to long-term fruition.</p>		<p>conservation projects or to assist partnership building (varying from €120,000 to €60,000).</p> <p>Significant costs are also included for upgrades in data management systems and improved software (varying from €422,000 to €150,000). Where practicable the use of freely available software has been identified¹⁸.</p> <p>Other costs relate to the increased publication of guidance documents and the possible costs required for any necessary working group meetings.</p>	<p>understanding of common issues, threats and problems.</p> <p>Cons Risk of institutional dilution.</p> <p>There may be a lack of willingness of scientific bodies to collaborate and share knowledge.</p> <p>There may be a lack of willingness amongst institutions and instruments to share.</p> <p>There may be a difficulty in achieving institutional and/or Party consensus.</p> <p>May be a risk of lack of ownership if Parties are not encouraged to coordinate agreements.</p> <p>Could cause confusion amongst potential Parties who may be familiar with existing structures.</p>	
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¹⁸ Internal security must be taken into account before any free software is downloaded.

3.2. Option 2: Improve Conservation within Existing Structure

There are no activities in Option 1 that are not in Option 2. However, Option 2 includes a number of new activities considered by the ISWGoFS to be desirable rather than essential (see activities 7, 13, 14 & 15, Annex 1 from page 57). One of the distinguishing features of Option 2 is that it takes a longer-term approach to achieving the aims and objectives set out for Option 1. For example Option 1 sets out to improve current partnership working to achieve synergies and thus improve resource efficiencies. However, it does this by the CMS extending its hand out to the UNEP Family, an organization to which the CMS is already intrinsically linked to, where it has many contacts and allies and to which it is aligned in its aims and goals. This type of partnership working can be achieved in the short-term.

Option 2 seeks to go further in improving partnership working by seeking out partners with whom it has less of a relationship, seeking a greater local presence with the goal of setting joint programmes to deal with common threats. It goes even further and seeks to develop regional hubs for MEA implementation by identify synergies and linkages between MEAs, an activity that takes a much deeper, wider and longer term view of collaborative working.

One of the significantly distinct activities of Option 2, in contrast to Option 1, is the reorganization of the CMS' ScC by basing its membership on species grouping or thematic cross cutting issues.

If all the activities in Option 2 (and thus in Option 1) were implemented, the CMS would be better placed to fully implement within all its different degrees and timescales the following activities:

- *“Alignment with IEG Reforms”* – representing its interests and likely increasing its presence and profile amongst the international biodiversity community;
- *“Improved partnership working”* – across the whole spectrum: within the CMS, with NGOs, other partners and across MEAs;
- *“Enhancing scientific research and information”* – providing better quality research data;
- *“Coordinated strategic plans across the CMS Family”* – achieving greater integration across the CMS Family;
- *“Identify opportunities for cooperation and coordination at a local level through the creation of synergies”*– improving conservation on the ground;
- *“Harmonization and interoperability of information management and reporting systems...”* – reducing the reporting burden and improving conservation by having better quality data;
- *“Strengthening coordination and servicing of MoUs”* – leading to greater integration;
- *“Further opportunities to coordinate meetings between institutions”* – achieving resources efficiency and greater integration within and outside the CMS Family; and
- *“Actions to prioritize the growth of the CMS and its Family”* – making long-term decisions about resource management and focused conservation.

Option 2 has the qualities which characterized Option 1, namely integrated and synergistic working, but fully developed. Option 2 would also place the CMS and its Family at the forefront of harmonized biodiversity data systems, add value to the Convention, increase its profile amongst the international Convention community and potentially increase its global reach.

Figure 12 below sets out two types of estimated costs for Option 2, namely total Option costs and new Option costs. Total Option costs include those relevant costs from existing CMS and Family staff, which are not new costs and which would be included in the core budgets. These range from €3,372,990, €5,963,233 to €9,519,460 based upon a three year budgetary period¹⁹. The real new or additional estimated costs to the CMS and CMS Family for Option 2 (excluding time of existing staff) range from €2,770,674, €5,416,095 to €8,917,030.

Because the Options are cumulative, costs for Option 2 include the costs for Option 1 plus the cost for the new activities under Option 2. Option 2 represents an increase on estimated costs for Option 1 of 61%, 57% and 59% respectively.

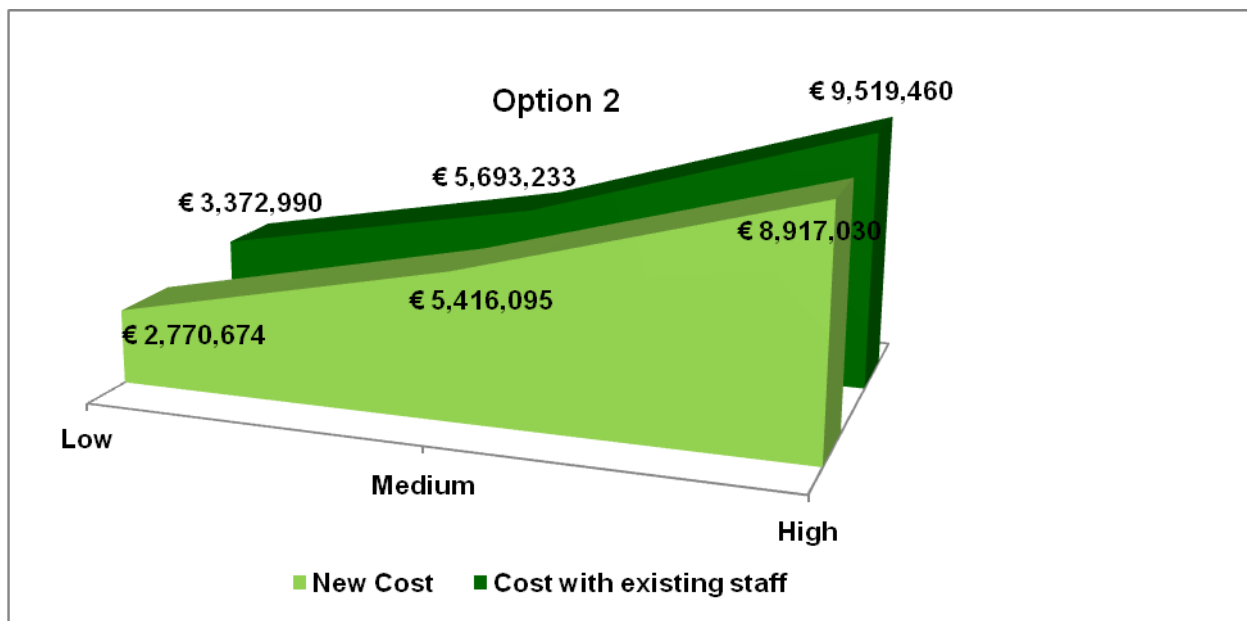


Figure 12: Option 2 costs.

Savings provided for this Option potentially include:

- In identifying opportunities for cooperation and coordination at the local and regional level through the creation of synergies based on geography, savings in relation to administrative services through the joint use of office space and utilities, staff costs and reduced programme costs by working on joint working programmes;
- With the harmonization and interoperability of information management and reporting systems where appropriate and applicable, reduction of initial development costs if technology and knowhow is shared where agreements already have it, maintenance of reduced platforms, reduced costs of updating technology through time and volume-savings with service providers;
- Further coordination of meetings could result in financial savings relating to travel, venue and ancillary costs. Centralized services can allow for the negotiation of volume discount and increased procurement power;

¹⁹ It should be noted that a precise calculation or identification of all new costs (including savings) cannot be provided until a full resource evaluation of the CMS Family's work has been undertaken.

- Enhanced collaboration between CMS agreements via projects, programmes or Secretariats based on either geography or on species clusters, produces savings from maximizing and/or combining available resources, which could liberate resources for on the ground conservation activities, may provide additional sources of funding, produce potential savings in relation to administrative services through the joint use of office space and utilities, potential savings in relation to staff costs and potential savings in relation to joint working programmes.

Again there will also be organizational challenges within this Option as (like others) it relies on current staff time (with a value of between €620,430, €547,138 to €602,316 based on percentage of time over a three year budgetary period) which is not a new cost but may require reprioritization of work agendas.

Some of these costs are for new staff, including further support for the Information, Capacity Building Unit, and a Hub Officer. Again depending on the range of costs these are either CMS paid positions, covered by Parties in the form of JPOs or by the use of interns, an alternative that can have drawbacks.

Table 4 provides a summary of the new potential new staff requirements under this Option. We note that this is merely a provisional evaluation which will require a full evaluation of current resources and the utilization of these resources.

	Low	Medium	High
New Staff	1 x F/T JPO for 1 year minimum P1	1 x P/T Communications Officer P2	1 x F/T Communications Officer P2
	Consultant	Consultant	1 x F/T Implementation Officer P2
	1 x F/T MoU Coordinator based in Bonn P2	2 x F/T MoU Coordinators based in Bonn P2	3.5 x F/T MoU Coordinators based in Bonn P2
	4 x F/T Local MoU Coordinator based within MoU Range State	7 x F/T Local MoU Coordinators based within MoU Range State	14 x F/T Local MoU Coordinators based within MoU Range State
	1 x F/T JPO for 1 year minimum P2	1 x P/T Information Management Officer P2	1 x F/T Information Management Officer P2
	1 x F/T JPO for 1 year minimum P2	1 x F/T Hub Officer P2	1 x F/T Hub Officer P3
	1 x Intern	1 x F/T JPO for 1 year minimum P1	1 x P/T Capacity Building Officer P2

Table 4: Potential new staffing requirements for Options 2 and 3.

Table 5 below provides a summary of Option 2, including an overview of the organizational, legal, financial and institutional impacts of the Option and how it addresses the issues identified in Phase I.

Table 5: Summary of Option 2

OPTION 2: Improve Conservation within Existing Structures						
Description of Option	Aims and Objectives of Option	Organizational Impacts	Legal Impacts	Financial Impacts	Institutional Impacts	Phase I issues addressed
Option 2 includes essential activities contained in Option 1, plus those desirable activities that improve the conservation of species and address threats without any alteration to the CMS or its Family's existing institutional structures.	<p>These are the same as in Option 1 but implemented to their greatest degree in the medium and long-term:</p> <ul style="list-style-type: none"> - contribute to and play a key role in the International environmental governance reforms; - improve and augment communication across and within the CMS Family and to the wider biodiversity community; - apply a strategic approach to prioritizing work through identifying gaps and resource effectiveness as well as the coordination of strategic plans for the CMS Family; - achieve a strategic presence within the regions and enhance the development of partnership working; - to achieve the harmonization and interoperability of information management across the CMS Family where practicable; 	<p>Pros</p> <p>Synergies achieved through, for example, increased sharing of expertise and know-how through lessons learnt.</p> <p>Economies of scale achieved through joint resource use and a reduction in the duplication of activities.</p> <p>Increased resource efficiencies achieved through the harmonization of systems and integration of activities e.g. the harmonization and interoperability of information systems where appropriate.</p> <p>Increased implementation through, for example, agreements working on joint programmes and projects.</p> <p>Operational efficiencies achieved through centralized systems either within the CMS or within collaborating agreements at the local level through reduced duplication of activities.</p> <p>Profile increased through working with other International institutions.</p> <p>Increased Party involvement in hosting local coordinators and/or providing office space can encourage ownership which helps implementation.</p> <p>Can lead to improved sharing of resources, in particular technical data, administrative resources which can assist in achieving greater integration.</p>	<p>The majority of the activities listed under Option 2 do not lead to any legal changes to the text of the Convention or of any of the Agreements.</p> <p>Some of the activities will require Resolutions made by the COP.</p> <p>May require Memorandums of Co-operation with NGOs and other third parties.</p>	<p>Pros</p> <p>The savings in Option 1 are compounded in this Option as efficiencies are increased and gaps are closed.</p> <p>Having streamlined high profile institutions can attract greater funding opportunities.</p> <p>Cons</p> <p>The total estimate cost for this Option are higher than for Option 1 ranging from:</p> <p>Low cost €3,372,990,</p> <p>Medium costs €5,963,233</p> <p>High Costs €9,519,460.</p>	<p>Pros</p> <p>Encouraging a greater number of Range States to become Parties (e.g. via a regional hub through promotion of the CMS' profile).</p> <p>Provides the CMS with a niche in a crowded International regulatory field (via coordinated scientific research programmes) and subsequently promotes CMS' reputation amongst other MEAs.</p> <p>Enhances the scientific expertise and knowledge base of the CMS, which can promote integration.</p> <p>Assists implementation by promoting ownership of the CMS through engagement with Governments at the regional/local level.</p> <p>Minimizes institutional overlap.</p> <p>Greater integration across institutions and agreements.</p> <p>Would promote implementation of action plans.</p> <p>Joint programmes may assist implementation without the disruption that may be caused by merging agreements.</p>	<p>Integration and staffing</p> <p>Capacity building</p> <p>Synergies</p> <p>Technical data</p> <p>Reporting burden</p> <p>The CMS Family coverage</p> <p>Implementation monitoring</p> <p>Regionalization/Localization</p> <p>The CMS Family's growth</p>

	<p>- achieve operational efficiencies through economies of scale (e.g. through strengthened coordination and servicing of MoUs and prioritizing meeting);</p> <p>- prioritize the growth of the CMS Family; and</p> <p>- achieve increased implementation.</p> <p>In addition this Option also includes the restructuring of the CMS' Scientific Council by basing membership on species grouping or thematic cross cutting issues.</p>	<p>Can develop a stronger regional focus through the development of regional hubs in areas not currently covered (e.g. Asia) and through increased cooperation and coordination amongst agreements sharing resources and where practicable office space.</p> <p>Cons There could be a reassignment of some personnel or experts e.g. the restructuring of the Scientific bodies may require experts to be replaced or reassigned.</p> <p>Through coordination and harmonization of activities there may be the risk of competing and conflicting priorities.</p> <p>A number of the activities require a significant amount of effort and may take a long time to be realized in practice (e.g. harmonization of data reporting).</p> <p>Different standards of capacity building from different partnerships/networks across different instruments/ geographical spreads can cause inefficiencies so need close management.</p>			<p>Cons Some instruments may prefer to continue on present course where they are operating effectively and see no added value in extending network with perhaps other MoUs/Agreements.</p> <p>Inequalities of expertise and knowledge across the regions and at the local level.</p> <p>Potential for data detachment.</p> <p>Potential lack of consensus on where the regional presence should be.</p> <p>Change process could be disruptive in the short-term.</p> <p>Fear of loss of independence.</p> <p>Managing the expectations of the Parties.</p>	
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3.3. Option 3: Improve Conservation via Alterations to Existing Structures

Option 3 is a more radical option. It includes all of the activities in Option 1 and 2, but then adds activities which require a structural change to the workings of the CMS Family, either through a change to its institutions or to the text of agreements.

Thus it has all the advantages and disadvantages of Options 1 and 2 but in addition:

- *“Restructuring of ScC to maximize expertise, knowledge and capacity”* – proposes here a CMS wide Scientific Institution; given that other agreements have their own scientific advisory bodies, there would be institutional change across the CMS Family;
- *“Actions to prioritize the growth of the CMS and the CMS Family”* – by creating agreements and MoUs focused only on migratory species, to exclude those species who have a migration of a more significant transboundary nature might require a redefinition of the Convention text and is directed at addressing growth rates of agreements; and
- *“Enhanced collaboration between the CMS agreements via projects, programmes or Secretariats based on either geography or on species clusters by merging the CMS Family agreements based on geography and/or ecology or species grouping”* – through merging agreements, thus this activity would require changes to a number of agreements within the CMS Family.

In addition to leading to a more synergistic, efficient and high profile CMS, this Option seeks a fully integrated CMS by bringing together institutions and merging agreements by taxonomic group and/or geography.

Figure 13 below sets out two types of estimated costs for Option 3, namely total Option costs and new Option costs. Total Option costs include those relevant costs from existing CMS and Family staff, which are not new costs and which would be included in the core budgets. These range from €3,823,454, €6,495,697 to €10,144,924 based upon a three year budgetary period²⁰. The real new or additional estimated costs to the CMS and CMS Family for this Option (excluding time of existing staff) range from €3,627,990, €6,300,233 to €9,949,460.

Because the Options are cumulative, costs for Option 3 include the costs for Option 2 plus the cost for the new activities under Option 3. Option 3 represents an increase on estimated costs for Option 2 of 13%, 9% and 7% respectively.

²⁰ It should be noted that a precise calculation or identification of all new costs (including savings) cannot be provided until a full resource evaluation of the CMS Family’s work has been undertaken.

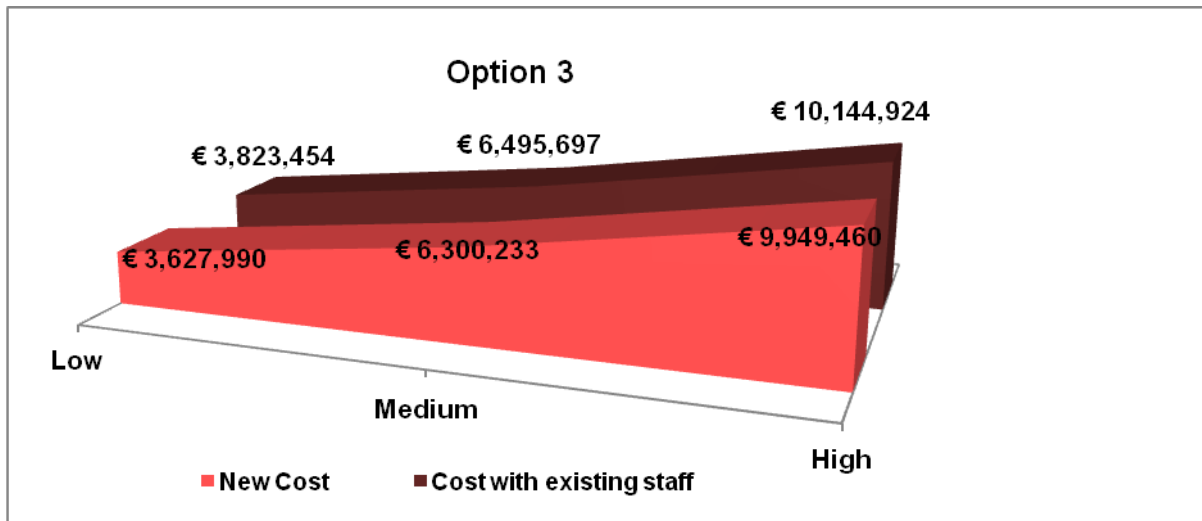


Figure 13: Option 3 costs.

The additional costs to this Option when compared with Option 2 are not necessarily high because they only make provision for the taking decisions rather than the costs of implementing the full actual institutional and management change, as it is not possible to calculate these at this stage. However, because of the longer term timescales necessary to make structural changes, this Option is likely to take the longest time to fully achieve. Option 3 arguably has the potential to offer the highest savings as it aims to present the most coordinated and integrated way of working across the CMS Family which can deliver high institutional and organizational resource efficiencies.

New potential staffing requirements under this option as are per Option 2 and thus Table 4. Again the higher cost version of this Option includes a greater amount of internal CMS staff. We note that this is merely a provisional evaluation which will require a full evaluation of current resources and the utilization of these resources.

	Low	Medium	High
New Staff	1 x F/T JPO for 1 year minimum P1	1 x P/T Communications Officer P2	1 x F/T Communications Officer P2
	Consultant	Consultant	1 x F/T Implementation Officer P2
	1 x F/T MoU Coordinator based in Bonn P2	2 x F/T MoU Coordinators based in Bonn P2	3.5 x F/T MoU Coordinators based in Bonn P2
	4 x F/T Local MoU Coordinator based within MoU Range State	7 x F/T Local MoU Coordinators based within MoU Range State	14 x F/T Local MoU Coordinators based within MoU Range State
	1 x F/T JPO for 1 year minimum P2	1 x P/T Information Management Officer P2	1 x F/T Information Management Officer P2
	1 x F/T JPO for 1 year minimum P2	1 x F/T Hub Officer P2	1 x F/T Hub Officer P3
	1 x Intern	1 x F/T JPO for 1 year minimum P1	1 x P/T Capacity Building Officer P2

Table 4: Potential new staffing requirements for Option 2 and 3 (repeated at page 34).

Table 6 below provides a summary of Option 3, including an overview of the organizational, legal, financial and institutional impacts of the Option and how it addresses the issues identified in Phase I.

Table 6: Summary of Option 3

OPTION 3: Improve Conservation with Alterations to Institutional Structures						
Description of Option	Aims and Objectives of Option	Organizational Impacts	Legal Impacts	Financial Impacts	Institutional Impacts	Phase I issues addressed
<p>Option 3 includes essentials in Option 1, desirables in Option 2, plus desirable activities that improve conservation of species and address threats by altering one or more of the CMS or its Family's existing institutional structures. This Option may require legal changes to the Convention and/or its subsidiary agreements.</p>	<p>All of those in Option 2 plus:</p> <ul style="list-style-type: none"> - concentrate efforts by integrating the Family at an institutional level; and - control agreement growth. 	<p>Pros Reduction of duplication of administrative efforts thus reduction of inefficiencies.</p> <p>Greater expertise brought together.</p> <p>Greater purchasing power thus economies of scale improvements.</p> <p>Providing different agreements with new points of contact and collaboration.</p> <p>Easier to identify both inefficiencies and gaps.</p> <p>Greater coordination of action plans and agendas.</p> <p>Less meetings and reduction in reporting burden.</p> <p>Agreements that have integrated systems would share their value across other agreements.</p> <p>Cons Staff may be unhappy about changes.</p> <p>Time and money will need to be spent in reorganizing management and administration.</p> <p>If agreements are merged there may be relocation of staff or even redundancies.</p>	<p>Merger of agreements and changes to Convention text requires a renegotiation of the Convention and of agreements.</p>	<p>Pros There are likely to be large institutional and organizational savings if agreements are merged given that there will be less duplication of work and less meetings.</p> <p>Cons There may be a cost if there is a need to relocate staff and/or redundancies are to take place.</p> <p>There may be agreement rebranding costs.</p>	<p>Pros Greater global coverage of individual agreements.</p> <p>Ability to have regional framework action plans.</p> <p>Stronger scientific institution with a greater pool of experts.</p> <p>Greater opportunities for capacity building.</p> <p>Greater sharing of resources.</p> <p>More comprehensive implementation across regions.</p> <p>Cons Institutions and agreements may fear losing their identity and autonomy.</p> <p>Those agreements that are better implemented may fear their status changing with any merger.</p>	<p>Integration and staffing</p> <p>Capacity building</p> <p>Synergies</p> <p>Technical data</p> <p>Reporting burden</p> <p>CMS Family coverage</p> <p>Implementation monitoring</p> <p>Regionalization/ Localization</p> <p>CMS Family's growth</p>

3.4. Options and Issues Raised by the ISWGoFS

The ISWGoFS raised a number of issues at their February 2011 meeting that they wished ERIC to consider against the three Options.

3.4.1. Proliferation of agreements without resources

This issue is dealt directly by an activity themed “*Actions to prioritize the growth of the CMS and the CMS Family*”. In itself there are various ways of achieving the aim of this activity. Option 1 tackles this activity full on: it creates criteria against which to assess proposed new agreements with such criteria to include the existence of resources to support the agreement; it proposes the development of a policy by which implementation monitoring is part of any future MoU; it offers where possible and feasible the extension of existing agreements rather than the creation of new ones; it offers the possibility of establishing a policy where new agreements only focus on migratory species that have more than a transboundary migration.

To control more closely proliferation of agreements and review their resource base, there is an activity that deals with monitoring implementation and requires the “*Undertaking an assessment of MoUs and their viability and where applicable to cease support*”.

Other activities that support this issue in Option 1 include:

- “*To carry out a global gap analysis at the Convention level and to assess resources (financial and human) appropriateness*” – is fully implemented in Option 1 and would support focused growth with resource planning. In the short-term it would carry out the global gap analysis, in the medium-term implement the results of the analysis, and in the long-term carry out resource assessments; and
- “*Coordinated strategic plans for the CMS Family*” – would be fully implemented in Option 1 which would allow for planning, analysis and assessment of strategic plans and thus identification of where resources could be best invested in an integrated and efficient way.

Option 2 includes those actions outlined for Option 1 but also offers the possibility of having a policy of establishing new agreements outside the UNEP Family, which one could argue would be less of a drain on the CMS’ resources, as these agreements tend to operate independently and effectively. Of course there are drawbacks such as the danger of loss of integration across the CMS Family and loss of the benefits of being part of UNEP.

Option 3 adds the offer to change the definition of “migratory” in the Convention text to only focus on migratory species that have more than a single transboundary migration and migrate according to seasons for feeding and breeding.

3.4.2. CMS’ global presence

This issue is strongly dealt with in Option 1 by implementation of the activity “*Enhance communication and seek opportunities to develop awareness of the CMS and its Family*”. This Option includes having harmonized communication systems within the CMS which would give out one message globally; running awareness campaigns to ensure that CMS is recognized by the public, academic institution, international organizations and others as a global leader in the protection of migratory species. Other MEAs such as CBD have used awareness campaigns to raise their profile very effectively.

Other activities that support this issue in Option 1 include:

- “*Alignment with IEG reforms*” – which is implemented fully in Option 1 and would ensure that CMS’ interests are represented within any reform of the wider MEA community whilst raising its profile amongst MEAs and the wider international community;
- “*Improved partnership working...*” – mainly implemented in Option 1 which increases the CMS’ profile as it will be seeking out opportunities and therefore communicating the CMS’ message more widely both amongst the local and global stage;
- “*Strengthening the coordination and servicing of MoUs*” – is in Option 1 implemented in the short-term to provide for increased staff for the Policy and Agreement Unit and in the medium-term to provide unmanned MoUs for local coordinators. Both of these actions would support existing agreements and increase the CMS’ profile locally and globally; and

Option 1 deals with the medium-term offering the regionalization of conservation efforts by having local focal points/outposts by exploiting synergies with assistance from Parties, UNEP, NGOs, MEAs and through other mediums which may appear in the future depending on the context and circumstances.

For Option 2 “*Enhancing scientific and research information*” offers the development of a migratory species data hub which would facilitate the use of migratory species data as an indicator of climate change. This would certainly raise the CMS’ profile within the wider international Convention community and give it a niche in a crowded regulatory field.

To “*Identify opportunities for cooperation and coordination at a local and regional level through the creation of synergies based on geography*” would in Option 1 and in Option 2 raise the CMS’ profile by creating a CMS presence across the world Regions by exploiting synergies with assistance from Parties, UNEP, NGOs, MEAs.

3.4.3. Role in cross cutting issues

There are a number of activities that would support this issue in all of the Options, and these are outlined below. However the role of cross cutting issue is directly dealt with in Option 2 which fully supports the coordination of research programmes on cross cutting issues across the CMS Family (see “*Enhancing scientific and research information*” - medium-term – Option 2 – Annex 1 – page 45). Further as the options are cumulative Option 2 includes Option 1 activities:

- “*Enhancing scientific and research information*” – in Option 1 (the short-term) the CMS Family would explore opportunities to improve synergies of the CMS’ science base with the development of IPBES, as well as collaborating with and learning lessons from existing data hubs (e.g. TEMATEA, UNEP-WCMC, IUCN, Wetland International) to enhance the delivery of CMS Family objectives;
- “*To carry out a global gap analysis at the Convention level and to assess resources appropriateness*” – the CMS would fully implement this activity in Option 1: in the short-term it would carry out the global gap analysis, in the medium-term implement the results of the analysis, and in the long-term carry out resource assessments. The gap analysis will allow identification of where cross cutting issues lie and the resource assessments would allow greater focus on cross cutting issues;
- “*Enhance communication and seek opportunities to develop awareness of CMS and CMS Family*” – this activity will be fully implemented in Option 1. It will allow for greater understanding of cross cutting issues across the CMS and to share best practice;

- “*Coordinated strategic plans for the CMS Family*” – would be fully implemented in Option 1 which would allow for planning, analysis and assessment of strategic plans and thus identification of cross cutting issues;
- “*Harmonization and interoperability of information data and reporting system....*” – Option 1 calls in the short-term for the harmonization of current information management systems but it is not until Option 2 that reports are fully harmonized (medium-term) and research data is centralized across the Family (long-term). Option 2’s reporting requirements would fully facilitate dealing with cross cutting – issues in a harmonized and efficient way across the CMS Family;
- “*Restructuring the Scientific Council...*” – this activity is implemented fully in Option 3 by having a Family wide ScC which would serve all of the agreements and deal in an integrated way with cross cutting issues both at CMS level and at the wider biodiversity convention level. Option 2 would allow an expertise gap analysis to be carried out and to base the ScC’s membership on cross cutting issues; and
- “*Enhancing collaboration across CMS agreements via shared projects and programmes...*” – appears in Option 2 which seeks in the medium-term for agreements to share projects and programmes on cross cutting issues and for agreement Secretariats to collaborate on these issues. Option 3 would merge agreements and therefore provide a centralized and integrated way of dealing with policies on cross cutting issues.

3.4.4. Taxonomic clustering

All Options offer an activity with a degree of taxonomic clustering. Option 3 offers the strongest as it proposes “*Enhanced collaboration between CMS agreements via projects, programmes or Secretariats based on either geography or on species clusters*” by merging agreements on the basis of species clustering. This would allow a framework agreement to be developed for different taxa which could then have regional action plans, much like the recommended Option by the Flyways Group. It will also include those activities in Option 2 and 1 below.

Option 2 also offers “*Enhanced collaboration between CMS agreements based on either geography or on species clusters*” but in the short-term by creating common programmes amongst agreements based on species clustering and in the medium-term through collaboration of Secretariats on the same basis. It is also supported in Option 2 by the “*Restructuring the Scientific Council...*” membership based on species clusters.

“*Enhancing scientific and research information*” in Option 2 offers the development of a migratory species data hub which would facilitate the use of migratory species data as an indicator of climate change. This would certainly raise the CMS’ profile within MEAs, the wider international Convention community and give it a niche in a crowded regulatory field.

Option 1, also included in Options 2 and 3, could offer support to taxonomic clustering by proposing “*Actions to prioritize the growth of CMS and the CMS Family*” which will extend scope of agreements on the basis of taxonomic clustering instead of creating new agreements. This also fits in with the recommended Option by the Flyways Group following the Flyways Review.

3.4.5. Strategic presence in regions (and in other MEAs)

Whilst the CMS Secretariat does have a presence in the Regions through its Parties, it is an organization that works in the main from its centre in Bonn. Options 2 and 3 offer the best opportunity to increase the CMS’ strategic presence in the regions and amongst other MEAs. There is an activity

that is fully implemented in Option 2 which deals with regionalization directly. To “*Identify opportunities for cooperation and coordination at the local and regional level through the creation of synergies based on geography*” makes provision in the short-term for having a presence in each of the CMS administrative regions in conjunction with and where possible with assistance from UNEP, NGOs, MEAs and Parties; in the medium-term for the regionalization of conservation efforts by having local outposts with assistance from UNEP, NGOs, Governments and MEAs (also included in Option 1); and in the long-term for agreements to consider enhancing collaboration and cooperation via sharing e.g. office/personnel/resources (e.g. as per Abu Dhabi for Dugongs and Birds of Prey MoUs).

“*Alignment with IEG reforms*” which is implemented fully in Option 1 and also appears in Option 2 and 3 would ensure that the CMS’ profile is high amongst MEAs and the wider international community. Option 2 takes partnership working with MEAs and regionally the furthest by encouraging the development of regional hubs for MEA implementation to identify synergies and linkages between MEAs and avoid duplication in projects and activities, e.g. SPREP. “*Enhancing scientific and research information*” in Option 1 (the short-term) would allow the CMS Family to explore opportunities to improve synergies of the CMS’ science base with the development of IPBES (also included in Option 2 and 3).

Option 3 offers no additional support to this issue.

3.4.6. Marine gaps

There is no activity that deals directly with covering marine gaps. However, “*to carry out a global gap analysis at Convention level and to assess resources appropriateness*”, which is fully implemented in Option 1, would identify marine gaps, make proposals to deal with these gaps and would support focused investment in the marine area.

3.4.7. Affecting agreements outside UNEP

Option 3 is the option that would have the greatest effect on agreements outside UNEP because it advocates the merger of agreements and consolidation of scientific bodies. However, the activity could be changed to accommodate only those agreements within the UNEP Family.

Option 2 where it requires a measure of integration of services, e.g. harmonization of data, will also affect the independent working of those agreements that may be required to work in a more integrated way across the CMS Family.

4. Annexes

4.1. Annex 1: Options 1, 2 & 3 – institutional, organizational, legal and financial impacts

The table below summarizes the positive (Pros) and negative (Cons) institutional, organizational, legal and financial impacts of each activity and sub-activity on the CMS and CMS Family. The analysis draws on the work of the ISWGoFS in July 2010 and from the Phase II Report but further groups activities by timeframe and/or common characteristics.

Option 1: Key Reforms - all activities that are essential, which improve efficiencies by addressing concerns identified in Phase I.

Activity	Description	Institutional	Organizational	Legal	Financial
<p>1. Alignment with international environmental governance reform.</p> <p><u>Short-term</u> 1.1 CMS Secretariat to monitor current progress.</p> <p><u>Medium-term</u> 1.2 Discussion of reforms at COPs and StC.</p> <p><u>Long-term</u> 1.3 Implementation of reforms.</p>	<p>- To support coherent international decision-making processes for environmental governance.</p> <p>- To catalyze international efforts to pursue the implementation of internationally agreed objectives.</p> <p>- To support regional, sub-regional and national environmental governance processes and institutions.</p> <p>- To promote and support the environmental basis for sustainable development at the national level.</p> <p>- To develop dialogue on how scientific knowledge within each MEA can benefit other relevant MEAs.</p>	<p>Pros Can lead to a more coherent mandate.</p> <p>Can strengthen science-policy interface.</p> <p>Can increase inter-agency cooperation.</p> <p>Could encourage synergies between compatible MEAs and could lead to harmonized implementation of MEAs at the National level.</p> <p>Can provide access to non-biodiversity related MEAs, thereby raising the profile of the CMS.</p> <p>If more streamlined, it may be more attractive to States to become a Party.</p> <p>Cons Difference in political power of different MEAs and international organizations may cause a power imbalance.</p>	<p>Pros Can lead to synergistic programmes and plans between related instruments based on shared issues, geography, region or species.</p> <p>Can promote the joint delivery of common MEA services with the aim of making them more efficient and cost-effective.</p> <p>Can enhance coordination and cooperation at the administrative and programmatic levels.</p> <p>Cons Depending on the form it may take, it could lead to a reassignment of staff.</p>	<p>Pros Could lead to joint Resolutions between biodiversity related MEAs, therefore reducing complexity.</p> <p>Cons May need new Resolutions to be developed by the COP which will</p>	<p>Pros Co-financing of projects by several conventions.</p> <p>Creating a stronger link between global environmental policy making and financing aimed at widening and deepening the funding base for environment.</p> <p>Targeting of resources and funding through coordinated programmes.</p> <p>Cons At present unknown cost implications until the reforms are confirmed.</p>

			Political interests of specific groups may be more prevalent than that of others.		impact on staff time and resources.	
<p>2. Improved partnership working</p> <p>Short-term</p> <p>2.1 - Closer collaboration with UNEP regional offices, where appropriate, to assist with capacity building and technological support by the CMS and its Family.</p> <p>2.2 - Encourage more NGOs and private sector to become engaged in Agreements and MoUs.</p> <p>Medium-term</p> <p>2.3 - Closer partnership working with partner organizations (including NGOs, local and indigenous communities in neighbouring Range States to assist in the coordination of conservation activities and Government owned/controlled organizations). Coordinated work programmes and information sharing and to develop programmes and plans on how to deal with common threats that cross borders with neighbouring States.</p> <p>Long-term - Option 2</p>	<ul style="list-style-type: none"> - To expand partnership opportunities. - Share best practice. - Utilize common resources. - Share knowledge and expertise. - Coordination of conservation activities. - Identify potential synergies based on common or shared work programmes, geographies and interests. - Utilize local knowledge. - Develop closer working relationships with the private sector. 	<p>Pros</p> <p>Complement current CMS institutional structure by bringing in a multi-sectoral approach.</p> <p>Can provide additional resources and expertise for the various institutional bodies within the CMS Family.</p> <p>Aids in translating international obligations into national and local environmental agendas.</p>	<p>Pros</p> <p>Economies of scale and reducing overlaps.</p> <p>Increased access to wider community of organizations and their national subsidiaries.</p> <p>Provide additional supply of resources.</p> <p>Closer cooperation with NGOs allowing the CMS to concentrate on a narrower focus. It does not involve a complete transfer of CMS remit and responsibilities.</p> <p>Increased ability for organizations to work together without duplication of effort or resources.</p> <p>Develop local incentives for conservation and ownership.</p>	<p>Pros</p> <p>No changes to legal status of the CMS or the CMS Family.</p> <p>No change to the text of the Convention or any of the agreements.</p>	<p>Pros</p> <p>Mainstreaming the decisions of the Convention into national and regional plans might be a solution to this problem as resources might be allocated to key conservation activities targeting biodiversity conservation in general which would include conservation of migratory species.</p> <p>Spread the cost of implementing activities by utilizing resources across organizations and adding on to existing programmes thereby targeting CMS funds.</p> <p>Increased access to funding opportunities (private sector).</p> <p>Costs for internal staff could be reduced where certain activities (e.g. scientific advice) are provided by partner organization.</p>	
				<p>Cons</p> <p>May require Memorandums of Co-operation with NGOs and other third parties.</p> <p>May need to consider whether there needs to be a change to the CMS Secretariat mandate</p>		<p>Cons</p> <p>NGOs are often not in a position to cover the costs related to activities in support of the implementation of CMS instruments. In the past the CMS has (partly) subsidized, and is still currently subsidizing partnerships with NGOs in relation to e.g. coordination of MoU implementation. Current difficulties</p>

			<p>Cons Potential loss of autonomy.</p> <p>Would require some form of evaluation and monitoring of the relationships to ensure that the partnerships were effective and fulfilling obligations.</p> <p>Need to secure support from local government and competitive interests.</p> <p>Need to secure support from local governments.</p> <p>Conflicts between Governments and NGOs. Partnerships with one NGO may be at the loss of Government support.</p>	<p>Cons Different organizations may have a different focus of attention or agenda, which may not always be compatible with objectives of the CMS.</p> <p>Disparity in level of expertise and experience available in potential partners.</p> <p>Indigenous and local communities need to derive benefits from conservation.</p> <p>Time consuming and requires resources to effectively identify the best opportunities for synergistic developments.</p> <p>Difference between areas in relation to the presence of suitable partner organizations.</p> <p>Requires staff time and resources to establish the connections.</p> <p>Training may be required for partners, which requires resources.</p>	<p>in relation to assisting in the delivery of conservation work. The Secretariat may just act as a centralized facilitator of administrative support and no change to mandate may be required.</p>	<p>with some partners (e.g. IUCN elephant specialist group) are mainly due to lack of resources. The main factor limiting expansion of partnership with NGOs seems to be in fact availability of financial resources.</p> <p>The cost of translating materials into local languages may be prohibitive.</p> <p>NGOs also dependent on limited resources and may not have within certain countries the relevant expertise required.</p>
<p>3. Enhancing scientific research and information</p> <p>Short-term 3.1 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. TEMATEA, UNEP-WCMC, IUCN, Wetland International) to enhance the delivery of the CMS Family's objectives.</p>	<ul style="list-style-type: none"> - Coordination of research requirements. - Sharing of research information and data. - Provide easy access to all members of the CMS Family of existing and future research information. - Developing relevant research into common threats and issues. 	<p>Pros Can help to create synergies with other International organizations and institutions.</p> <p>Increased effectiveness of agreements.</p> <p>Raising greater awareness within Governments of best practice and of challenges facing conservation of migratory species and how it is linked to biodiversity standards in general.</p>	<p>Pros Sharing knowledge and data with other MEAs, through synergies.</p> <p>Raises profile of the CMS.</p> <p>Improving the quality of data and information.</p> <p>Economies of scale.</p> <p>Releases CMS staff time to concentrate on other activities.</p>	<p>Pros No changes to legal status of the CMS or CMS Family.</p> <p>No change to the text of the Convention or any of the agreements.</p>	<p>Pros Economies of scale help to reduce duplication of financial costs.</p> <p>May result in increased funding opportunities.</p> <p>Cost of delegation may be cheaper than undertaking tasks in-house particularly in relation to the financial cost of staff hours.</p>	

<p>Medium-term - Option 2</p> <p>Long-term - Option 2</p>	<p>- Develop a global authoritative and responsive voice for the status of migratory species.</p> <p>- Feed migratory species science into the wider community of biodiversity related MEAs.</p>	<p>Cons</p> <p>There may be a lack of willingness of scientific bodies to collaborate, and share knowledge.</p>	<p>Cons</p> <p>Risk of distance and detachment from the on-ground realities by analyzing detached data.</p> <p>Care would be needed to ensure that there was no duplication of efforts.</p> <p>Risk of dilution of scientific needs specifically related to migratory species.</p>	<p>Cons</p> <p>Intellectual property rights could be an issue.</p> <p>Will require contractual arrangement with the external body. Although UNEP-WCMC does not interfere with intellectual property rights.</p>	<p>Cons</p> <p>May need to renegotiate any cost associated with the external organization undertaking these tasks and there may be no control over the increase in any future costs.</p>
<p>4. Enhance communication and seek opportunities to develop awareness of the CMS and CMS Family</p> <p>Short term</p> <p>4.1 – Produce website in 3 languages. (Ongoing)</p> <p>Medium-term</p> <p>4.2 - Run awareness campaigns to ensure that the CMS is recognized by the public, academic institutions, International organizations and others as the global leader in the protection of migratory species.</p> <p>Long-term</p> <p>4.3 – The CMS to coordinate communication operations and strategies as centralized services across Agreements/MoU with 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</p>	<p>- Development of internal systems to enhance communication between working groups, Parties, agreements and institutions and to increase accessibility of information within the CMS Family.</p> <p>- Development of external systems to raise the profile of and increase awareness of the CMS and the CMS Family.</p> <p>- Where relevant to improve existing IT systems, for example existing website system.</p> <p>- Redesign of website to include targeting specific audience groups.</p> <p>- Production of joint awareness material on issues that affect multiple agreements.</p>	<p>Pros</p> <p>Raises profile of the CMS and the CMS Family.</p> <p>Raises awareness of the CMS and the CMS Family within non-Party States.</p> <p>Increased communication amongst the CMS Family and increased communication of any Future Shape changes that may be happening. Improved communication can lead to a simpler transition.</p> <p>Cons</p> <p>May fear loss of identity for specific instruments.</p> <p>Parties may not wish to have centralized services for an agreement, which they have signed and may wish the agreement to maintain its autonomy.</p>	<p>Pros</p> <p>Increased internal economies of scale through reduction in duplication of activities and resources by developing mechanisms to improve coordination among existing initiatives in order to most efficiently and effectively utilize available resources.</p> <p>Increased communication between the CMS Family.</p> <p>Stops piecemeal requests for information in another language thus saving staff time.</p> <p>Increased potential partnerships.</p> <p>Cons</p> <p>Additional staffing required in implementing and increasing the current level of communication and marketing undertaken by the CMS and the CMS Family. Increased staffing will require additional financial implications for the CMS.</p> <p>New strategies and processes required to combine the</p>	<p>Pros</p> <p>No changes to legal status of the CMS or CMS Family.</p> <p>No change to the text of the Convention or any of the agreements.</p> <p>Cons</p>	<p>Pros</p> <p>Reduction in duplication can liberate financial resources.</p> <p>Combining communication resources could increase the available funding, which in turn could increase the quantity and diversity of communication available.</p> <p>Could increase potential funding sources and introduce new funding sources.</p> <p>Cons</p> <p>Cost implications relating to the quantity of material to be translated, which will require ongoing financial input.</p> <p>Initial cost of developing publicity/marketing materials.</p> <p>Potential criticism of not using resources for on the ground</p>

<p>through publications and online resources, where this is practicable.</p> <p>4.4 – Option 2</p>			<p>communication requirements of the CMS Family.</p> <p>Fear of loss of autonomy.</p>		<p>conservation activities.</p> <p>Potentially need to increase staffing requirements and therefore increase costs.</p>
<p>5. To carry out a global gap analysis at the Convention level and to assess resources appropriateness.</p> <p>Short-term 5.1 - CMS Secretariat to coordinate a global gap analysis at Convention level: to 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.</p> <p>Medium-term 5.2 - Implementation of recommendations of gap analysis.</p> <p>Long-term 5.3 - Resource assessment.</p>	<ul style="list-style-type: none"> - To prioritize resources through improved cooperation and sharing of resources. - Identify where appropriate potential partnerships. - To work with Scientific Council. - Sharing best practice and lessons learnt. 	<p>Pros Increases transparency. Identifies inactive MoUs. Allows for the assessment of agreements at the correct decision making level. Makes Convention more effective and therefore attractive. Implementation assessed at the highest decision making level. Elevates the importance of implementation.</p>	<p>Pros Identifying the future coverage of CMS, prioritization and subsequently avoid overlaps. Targets and prioritizes actions to be undertaken. Can lead to streamlining of programmes and projects. Lessons can be learnt from good case studies, which can be utilized by other agreements.</p>	<p>Pros No changes to legal status of the CMS or CMS Family. No change to the text of the Convention or any of the agreements.</p>	<p>Pros Can target use of resources and therefore reduce cost implications. Identifies good return for funding. Releases constrained resources. Prioritization of activities can assist in maximizing scarce resources.</p>
		<p>Cons Gaining consensus and agreement on identification of the gaps and what future action is required. Gaining consensus on how resource efficiency should be measured.</p>	<p>Cons Causality of impact could be difficult to measure but in essence requires a baseline to be set and consensus confirmed.</p>	<p>Cons May require a resolution from the COP, which requires staff time to prepare the relevant documents.</p>	<p>Cons Initial cost of undertaking assessment may require additional funding but once procedures are established, this can assist in achieving potential savings through prioritization of available funds and possible savings from not pursuing ineffective programmes or projects.</p>
<p>6. Coordinated strategic plans for the CMS Family.</p> <p>Short-term 6.1 - Planning, analysis and assessment of strategic plans.</p> <p>Medium-term 6.2 - Development.</p> <p>Long-term 6.3 - Implementation.</p>	<ul style="list-style-type: none"> - To coordinate the work of the CMS Family. - To encourage priority setting. - To share and maximize resources. - To identify potential synergies and links between programmes and projects. - Coordinated/synergistic development of strategic 	<p>Pros Providing clear priorities across the CMS Family and therefore improve prioritization of activities and therefore of resources.</p>	<p>Pros Allows for integration of programmes across the CMS Family. May help to identify synergistic relationships with external partners across the CMS Family. Can help to reduce duplication of effort and resources. Potential to identify future linked programmes.</p>	<p>Pros No changes to legal status of the CMS or CMS Family. No change to the text of the Convention or any of the agreements.</p>	<p>Pros Prioritization of activities can assist in maximizing scarce resources. Resources targeted.</p>

		plans and action.	<p>Cons Achieving consensus amongst multiple agreements.</p>	<p>Cons Staff time required to coordinate all Strategic Plans across the CMS Family.</p> <p>Input and time required by all of the agreements.</p> <p>Openness to a change of culture.</p>	<p>Cons May require a resolution from the COP, which requires staff time to prepare the relevant documents.</p>	<p>Cons Cost of staff time to undertake the coordination of strategic plans.</p>
<p>8. Identify opportunities for cooperation and coordination at the local and regional level through the creation of synergies based on geography.</p> <p><u>Short-term</u> - Option 2</p> <p><u>Medium-term</u> 8.1 - Regionalize conservation efforts by having local outposts with assistance from UNEP, NGOs, Governments and MEAs.</p> <p><u>Long-term</u> - Option 2</p>	<ul style="list-style-type: none"> - To encourage resource efficiency. - 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. - Development of local and/or regional synergies with stakeholders. - Identify common or shared work programmes. - Aid capacity building, fundraising and implementation at the local level. 	<p>Pros Improved synergies across instruments with shared geography, species or issues based on coordinated programmes.</p> <p>Helps the CMS to concentrate on global issues, whilst allowing regional agreements to focus on their respective regions.</p> <p>May allow for identification of cross cutting issues and lead to joint programmes or projects to tackle cross cutting issues.</p> <p>May provide access to other UNEP bodies or agencies and benefit from linkages.</p>	<p>Pros Raises profile of subsidiary instruments within their range states and could enhance the development of partnerships with other organizations and interested parties.</p> <p>Helps to introduce subsidiarity.</p> <p>Access to wider scope of expertise, including expertise on related issues. Regionalization may allow more effective consideration of necessary capacity building activities by providing a better understanding of regional issues.</p> <p>Increased ability for organizations to work together without duplication of effort or resources.</p> <p>More effective delivery of conservation objectives.</p> <p>Synergistic programmes and plans centrally identified and linked to appropriate partners based on either shared issues, geography, region or species.</p>	<p>Pros No changes to legal status of the CMS or CMS Family.</p> <p>No change to the text of the Convention or any of the agreements.</p>	<p>Pros Maximize available resources.</p> <p>Takes advantage of existing resources.</p> <p>Combines available resources therefore this could liberate some resources for on the ground conservation activities.</p> <p>May provide additional sources of funding.</p>	

			<p>Cons A risk of remoteness from CMS Secretariat in Bonn would require careful coordination efforts.</p>	<p>Cons Some regions may not have the same level of available partners either in the form of other MEA outposts or NGO offices. Potential objection in some countries to the increased role of NGOs.</p> <p>Potential remoteness from many of the range states.</p> <p>Some previous examples have had problems achieving regional outposts (e.g. RAMSAR).</p>	<p>Cons Agreements with UNEP may be required.</p> <p>Memorandum of Cooperation with NGOs may be required.</p> <p>Agreement with Governments may be required.</p>	<p>Cons Potential instability in financial situation as Governments may alter their position about hosting instruments.</p> <p>Individual regional offices and local outposts would have a detrimental impact on scarce financial resources. As such regional offices or local outposts should be considered in collaboration with NGOs or MEAs with offices in identified locations.</p> <p>There is no guarantee that even joining with another organization will result in increased resources as this will depend on whether either or both institutions/organizations have any available resources.</p>
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<p>9. Harmonization and interoperability of information management and reporting systems where appropriate and applicable for the CMS Family.</p> <p><u>Short-term</u> 9.1 - Utilization of existing data collection and management systems external to CMS (for example by UNEP-WCMC). 9.2 - Harmonize information management system.</p> <p><u>Medium-term</u> - Option 2</p> <p><u>Long-term</u> - Option 2</p>	<ul style="list-style-type: none"> - Reduce duplication of reporting. - Analyze and compare data. - Access to data. - Improved coordination of collection, storage and management systems. - Reduce effort and time spent on collecting and reporting information across the CMS Family. 	<p>Pros Synergies at MEA level.</p> <p>Harmonization of data collection across the instruments and with other biodiversity MEAs where these have similar objectives, can lead to wider sources of information which may assist in any analysis and explanation behind any patterns emerging from CMS data relating to specific species.</p>	<p>Pros Greater access to information. Potential for reducing duplication. Independent assessment.</p> <p>Harmonization of reporting systems under one structure reduces the amount of time spent reporting under numerous different systems.</p> <p>Increased internal economies of scale through reduction in duplication of activities and resources by developing mechanisms to improve coordination among existing initiatives in order to most efficiently and effectively utilize available resources.</p>	<p>Pros No changes to legal status of the CMS or CMS Family.</p> <p>No change to the text of the Convention or any of the agreements.</p>	<p>Pros Reduced costs in terms of IT development and maintenance through increased procurement ability.</p> <p>Financial savings through the use of shared servers, platforms and licenses.</p> <p>Reduced costs in terms of IT development and maintenance through increased procurement ability.</p>
		<p>Cons Some institutions/agreements may not wish to participate.</p> <p>Some Parties to particular agreements may not wish to participate.</p>	<p>Cons If there were centralized data collection care would need to be taken to ensure that centralizing the monitoring function would not result in unreliable data collected by researchers who do not have knowledge of areas.</p> <p>Time requirements and staff resources required to implement could be significant.</p> <p>Realization of advantages may take time.</p> <p>Risk of detachment from the scientific realities of the data.</p> <p>Asymmetrical IT infrastructures across some Parties.</p>	<p>Cons May require a resolution from the COP, which requires staff time to prepare the relevant documents.</p>	<p>Cons Initial outlay may be expensive and therefore additional contributions may be required.</p> <p>May need to consider separate fund for development of core services.</p>
<p>10. Strengthen the coordination and servicing of MoUs.</p> <p><u>Short-term</u></p>	<ul style="list-style-type: none"> - MoUs to receive coordinated service. - Sharing of resources, knowledge and expertise across MoUs. 	<p>Pros Will provide better understanding of whether different instruments address similar issues.</p>	<p>Pros Identify gaps in implementation.</p> <p>Identify best practice.</p> <p>Identify inactive MoUs.</p>	<p>Pros No changes to legal status of the CMS or CMS Family.</p> <p>No change to the</p>	<p>Pros Utilization of available resources can minimize costs.</p>

	<p>10.1 Extend staffing levels of CMS MoU Coordination unit.</p> <p>Medium-term 10.2 Extend staffing levels for all MoUs not currently represented.</p> <p>Long-term - Option 2.</p>	<ul style="list-style-type: none"> - Utilization of available resources. - Avoid duplication and promote consistency across MoUs. 	<p>Increased internal economies of scale through reduction in duplication of activities and resources by developing mechanisms to improve coordination among existing initiatives in order to most efficiently and effectively utilize available resources.</p> <p>Cons May result in lack of ownership for Parties with individual instruments.</p>	<p>Better implementation of agreements.</p> <p>Strengthened MoU unit can provide improved coordination of MoU activities.</p> <p>Cons Dilution of focus on particular MoUs where allocated staff may be expected to cover more than one MoU.</p>	<p>text of the Convention or any of the agreements.</p> <p>Cons</p>	<p>Cons Availability of funds required to support the strengthening and servicing of MoUs.</p>
	<p>11. Seek opportunities to coordinate meetings between institutions, working groups and across the CMS Family agreements.</p> <p>Short-term 11.1 - Prioritizing and coordinating, of Scientific bodies, working groups etc.</p> <p>Medium-term - Option 2</p> <p>Long-term - Option 2</p>	<ul style="list-style-type: none"> - Utilize and share resources. - Reduce time commitments required to attend meetings. - Increase attendance. - Improved sharing of knowledge and information. - Expansion of knowledge and information. - Develop synergistic relationships. - Joint representation at meetings. - Greater coordination of scientific bodies, with agendas coordinated/subdivided as necessary according to the five main species groups of the Convention - birds, aquatic mammals, terrestrial mammals, reptiles, fish. 	<p>Pros Agreement/MoU staff able to concentrate on other activities (e.g. implementation) rather than duplicating efforts across different instruments.</p> <p>Shared meetings can facilitate dialogue among treaties and facilitate harmonization.</p> <p>Cons</p>	<p>Pros Economies of scale.</p> <p>Reduction of overlaps and thus less waste.</p> <p>Less staff time spent on organizing multiple meetings, including time spent on hotel and travel arrangements.</p> <p>Operational efficiency where one centralized unit is responsible for arranging all meetings, which can lead to centralized data base of service providers.</p> <p>Cons Logistics may be difficult. Party representatives may not wish to be away at CMS meeting for extended periods of time.</p> <p>Time element required to synchronize meeting schedules and agendas.</p>	<p>Pros No changes to legal status of the CMS or CMS Family.</p> <p>Under Art. VIII, 3 of the Convention the Scientific Council shall meet at the request of the Secretariat as required by the COP, as such there is no change to the text of the Convention or any of the agreements.</p> <p>Cons</p>	<p>Pros Reduced costs for example coordination of meetings could result in financial savings relating to travel, venue and ancillary costs.</p> <p>Reduced costs for associated meeting costs.</p> <p>Centralized services can allow for the negotiation of volume discounts.</p> <p>Cons Initial cost of staff time across the agreements to coordinate the schedules and agendas. Cost should be outweighed by the Pros above.</p>

<p>12. Actions to prioritize the growth of the CMS and the CMS Family.</p> <p>Short-term 12.1 - Agreements and MoUs focused only on migratory species. (Where a policy is agreed).</p> <p>12.2 - Encourage more Range States to become Parties/Signatories to CMS and the CMS Family.</p> <p>12.3 - Create criteria against which to assess proposed new potential agreements. These criteria to include scientific need, the added value of the 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 will 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. Plus Options 2 & 3 where 12 requires CMS text redefined.</p> <p>Medium-term 12.4 - Extending the scope of existing Agreements/MoUs rather than developing new Agreements/MoUs (e.g. AEWA and elephants MoU).</p> <p>12.5 - Develop a policy where implementation monitoring must</p>	<ul style="list-style-type: none"> - Augment the growth of the CMS Family. - Maximize resource efficiency. - Identify common threats shared across conservation programmes and relevant responses through the use of best practice. - Develop synergies. - Global coverage. - Focus development of new agreements. 	<p>Pros Coordinated approach to agreement development.</p> <p>Increase the influence of the CMS amongst MEAs.</p> <p>Global coverage.</p> <p>Access to existing infrastructure.</p> <p>Economies of scale, administrative and institutional savings, greater integration and sharing of resources across the CMS Family.</p> <p>Enables a critical gap analysis to be conducted on whether new Agreements are required.</p>	<p>Pros Enables a critical gap analysis to be conducted on whether new Agreements are required.</p> <p>Reduces drain on the CMS Secretariat and resources in general. More efficient development process may make new agreements more attractive to some States.</p> <p>Can potentially reduce the number of new agreements without adequate staffing capacity.</p>	<p>Pros No changes to legal status of the CMS or CMS Family.</p> <p>No change to the text of the Convention or any of the agreements.</p>	<p>Pros Potentially increased funding long term.</p> <p>Focuses resources where most needed.</p> <p>Provides additional supply of resources.</p>
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<p>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).</p>		<p>Cons Could be inconsistent scientific advice and decision-making across regions if communications between the instruments were not effectively managed.</p> <p>Could cause confusion amongst potential partners, who may be familiar with existing structures.</p> <p>There might be a risk that extending the geographical scope of the agreement may mean the new area gets less attention than it deserves. In case of extending the species scope, the attention of the species that have been covered before might decrease and also in case funds are not increasing substantially.</p> <p>Achieving consensus on the criteria to assessed proposed new agreements.</p>	<p>Cons Depending on the criteria for setting priorities as well as who determines such criteria and priorities, some unattractive activities might be unnecessarily prejudiced. Not all urgent activities might get priority and this might have an impact on how the Convention is perceived?</p> <p>Question of whether the extensions will dilute the focus and ability to target measures. Balance in giving the attention might be a challenge where one species/conservation objective might be more popular at the expense of the other.</p> <p>It might be problematic to prioritize projects on objective criteria, may face difficulties in reconciling global versus local.</p> <p>Whether extensions will dilute the focus and ability to target measures.</p>	<p>Cons May require resolutions from the COP, which requires staff time to prepare the relevant documents.</p>	<p>Cons Cost of existing staff time in the preparation of meetings, liaison with party developing criteria.</p> <p>Cost of any potential meetings to discuss the development of criteria and of a policy for implementation monitoring and also of any potential meetings to discuss extending the scope of any agreements.</p> <p>Cost however can be offset by the better utilization of existing resources as identified in Pros.</p>
<p>16. Monitoring of implementation.</p> <p>Short-term 16.1 - Establishment of external assessment and monitoring of effectiveness (e.g. by UNEP-WCMC).</p>	<p>- 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.</p> <p>- To improve implementation across the CMS Family.</p>	<p>Pros Assists implementing the mandates of the CMS Family agreements.</p> <p>Synergies at MEA level.</p> <p>Can make Convention more effective and therefore attractive.</p>	<p>Pros Greater access to information.</p> <p>Potential for reducing duplication.</p> <p>Independent assessment.</p>	<p>Pros No changes to legal status of the CMS or the CMS Family.</p> <p>No change to the text of the Convention or any of the agreements.</p>	<p>Pros Releases resources.</p> <p>Cost of delegation may be cheaper than undertaking tasks in-house.</p>

<p>Medium-term 16.2 - Improve mechanisms to measure implementation of CMS and its Family both from a Party and conservation perspective, quality of work, identification of gaps and propose measures to close these gaps. Developing indicators for measuring action plans.</p> <p>Long-term 16.3 - Undertake an assessment of MoUs and their viability and where applicable cease support.</p>	<ul style="list-style-type: none"> - Measure success. - Share best practice. 	<p>Cons Achieving consensus in developing indicators for measuring actions plans.</p>	<p>Cons If data collection were centralized care would need to be taken to ensure that centralizing the monitoring function would not result in unreliable data collected by researchers who do not have knowledge of areas.</p> <p>External assessment organization may be too distant and detached from the on the ground realities.</p>	<p>Cons May require resolutions from the COP, which requires staff time to prepare the relevant documents.</p>	<p>Cons May need to renegotiate any cost associated with the external organization undertaking these tasks and there may be no control over the increase in any future costs.</p>
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Option 2: Improve Conservation within Existing Structures					
INCLUDES ALL ACTIVITIES IN OPTION 1 PLUS THOSE ACTIVITIES OUTLINED BELOW					
Activity	Description	Institutional	Organizational	Legal	Financial
<p>2. Improved partnership working.</p> <p>Short-term - Option 1</p> <p>Medium-term - Option 1</p> <p>Long-term 2.4 - Develop regional hubs for MEA implementation to identify synergies and linkages between MEAs and avoid duplication in projects and activities, e.g. SPREP.</p>	<ul style="list-style-type: none"> - To expand partnership opportunities. - Share best practice. - Utilize common resources. - Share knowledge and expertise. - Coordination of conservation activities. - Identify potential synergies based on common or shared work programmes, geographies and interests. - Utilize local knowledge. 	<p>Pros</p> <p>Enhances ownership of the Convention activities by regional implementing agents/institutions, more active involvement, prioritization of CMS activities when allocating budgets and better regional coordination, mainstreaming and integration with other MEAs and other regional and national plans.</p> <p>May lead to a greater number of new Parties.</p> <p>May lead to greater implementation.</p>	<p>Pros</p> <p>Improves regional synergies, helping to achieve economies of scale within a particular region.</p> <p>Helps to assist partnership working and utilization of scarce resources.</p> <p>Helps to identify potential threats to migratory species and provides opportunities for joint action.</p>	<p>Pros</p> <p>No changes to legal status of the CMS or CMS Family.</p> <p>No change to the text of the Convention or any of the agreements.</p>	<p>Pros</p> <p>Can assist with fundraising opportunities through identification of potential partners and access to possible new avenues of funding.</p>

		<p>Cons May lead to dilution of focus and use of stretched resources.</p> <p>Managing the expectations of the Parties.</p>	<p>Cons Risk of dilution of focus so this would need to be led by the CMS asserting its niche value as an MEA.</p> <p>Long term results, which may frustrate Parties and Stakeholders in the short term.</p>	<p>Cons Memorandum of Cooperation or the like required with the regional hub.</p>	<p>Cons May require an initial contribution.</p>
<p>3. Enhancing scientific research and information.</p> <p>Short-term - Option 1</p> <p>Medium-term 3.2 - The 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.</p> <p>Long-term 3.3 - Create a migratory species scientific data hub, which would facilitate the use of migratory species data as an indicator of climate change.</p>	<p>- Coordination of research requirements.</p> <p>- Sharing of research information and data.</p> <p>- Providing easy access to all members of CMS Family of existing and future research information.</p> <p>- Developing relevant research into common threats and issues.</p>	<p>Pros Exchanges of data and encourages synergies within UNEP and with other international conventions.</p> <p>Creates a niche for the CMS in a crowded international convention field giving it added value.</p>	<p>Pros Reduces overlaps.</p> <p>Identifies gaps in data.</p> <p>Species data hub available to external organizations and therefore can assist in raising the profile of the CMS and the CMS Family.</p>	<p>Pros No changes to legal status of the CMS or CMS Family.</p> <p>No change to the text of the Convention or any of the agreements.</p>	<p>Pros Would allow for enhanced conservation benefits arising from more inclusive research projects for a limited increase in funds.</p>
		<p>Cons Willingness to share the data and research collected by individual agreements at a central level.</p>	<p>Cons Increased work load of CMS Secretariat.</p> <p>Use of stretched resources.</p> <p>Risk of distance and detachment from the on-ground realities by analyzing detached data.</p>	<p>Cons Intellectual property rights would need to be assessed.</p>	<p>Cons High cost of implementing the data hub.</p>
<p>4. Enhance communication and seek opportunities to develop awareness of the CMS and the CMS Family.</p> <p>Short-term - Option 1</p> <p>Medium-term 4.4 - Parties/Signatories to translate guidance documents into local</p>	<p>- Development of internal systems to enhance communication between working groups, Parties, agreements and institutions and to increase accessibility to information within the CMS Family;</p> <p>- Development of external systems to raise the profile of and increase awareness of the CMS and the CMS Family.</p>	<p>Pros Encourage new Parties/Signatories.</p> <p>Increase ownership and therefore can assist in increasing implementation.</p>	<p>Pros Can help with capacity building at the local level.</p> <p>Improves integration at local level.</p> <p>Raises awareness and increases global identity,</p>	<p>Pros No changes to legal status of the CMS or CMS Family.</p> <p>No change to the text of the Convention or any of the agreements.</p>	<p>Pros</p>

<p>languages to assist implementation. (Ongoing)</p> <p>Long-term - Option 1</p>	<ul style="list-style-type: none"> - Where relevant to improve existing IT systems for example existing website system. - Redesign of website to include targeting specific audience groups. 	<p>Cons</p>	<p>Cons</p> <p>Some countries may have a vast number of local languages, raising a question of which ones take priority.</p>	<p>Cons</p>	<p>Cons</p> <p>Cost implications for many Parties may be too great.</p> <p>Would require financial support especially for developing countries.</p>
<p>5. To carry out a global gap analysis at the Convention level and to assess resources appropriateness.</p> <p>Medium-term 5.3 - Implementation of recommendations of gap analysis.</p>	<ul style="list-style-type: none"> - To prioritize resources through improved cooperation and sharing of resources. - Identify where appropriate potential partnerships. - To work with Scientific Council. - Sharing best practice and lessons learnt. 	<p>Pros</p> <p>Increases transparency.</p> <p>Identifies inactive MoUs.</p> <p>Allows for the assessment of agreements at the correct decision making level.</p> <p>Makes Convention more effective and therefore attractive.</p> <p>Implementation assessed at highest decision making level. Elevates the importance of implementation.</p>	<p>Pros</p> <p>Identifying the future coverage of CMS, prioritization and subsequently avoid overlaps.</p> <p>Targets and prioritizes actions to be undertaken.</p> <p>Can lead to streamlining of programmes and projects.</p> <p>Lessons can be learnt from good case studies, which can be utilized by other agreements.</p>	<p>Pros</p> <p>No changes to legal status of the CMS or CMS Family.</p> <p>No change to the text of the Convention or any of the agreements.</p>	<p>Pros</p> <p>Can target use of resources and therefore reduce cost implications.</p> <p>Identifies good return for funding.</p> <p>Releases constrained resources.</p> <p>Prioritization of activities can assist in maximizing scarce resources.</p>
		<p>Cons</p> <p>Gaining consensus and agreement on identification of the gaps and what future action is required.</p> <p>Gaining consensus on how resource efficiency should be measured.</p>	<p>Cons</p> <p>Causality of impact could be difficult to measure but in essence requires a baseline to be set and consensus confirmed.</p>	<p>Cons</p> <p>May require a resolution from the COP, which requires staff time to prepare the relevant documents.</p>	<p>Cons</p> <p>Initial cost of undertaking assessment may require additional funding but once procedures established, this can assist in achieving potential savings through prioritization of available funds and possible savings from not pursuing ineffective programmes or projects.</p>
<p>7. Restructuring of Scientific Council to maximize expertise and knowledge capacity.</p> <p>Short-term 7.1 - Planning process – Assessment and Gap Analysis.</p>	<ul style="list-style-type: none"> - Identify potential and relevant opportunities to maximize the expertise and knowledge of the Scientific Council to best support the CMS. - Identify whether any gaps in knowledge and/or expertise exist in the current membership of the Scientific Council. 	<p>Pros</p> <p>Build upon current practices for example the use of experts from NGO/MEAs involved in working groups and smaller inter-sessional meetings of experts.</p> <p>Provide greater pool of expertise and fill any gaps in knowledge.</p>	<p>Pros</p> <p>Provides specialisms.</p> <p>Greater integration across the CMS Family thus more efficient use of resources and greater economies of scale.</p> <p>Encourages the sharing of knowledge.</p>	<p>Pros</p> <p>No changes to legal status of the CMS or CMS Family.</p>	<p>Pros</p>

<p>Medium-term 7.2 - Implementing the review of CMS membership of Scientific Council based on species groupings or thematic issues.</p> <p>Long-term - Option 3</p>	<p>- Expand advice and knowledge sharing across the CMS Family.</p>	<p>Increased capacity in relation to thematic and cross cutting issues.</p>	<p>Greater pool of experts.</p>		
		<p>Cons Requires cooperation of scientific community and ensuring that scientific sources from all Range States are represented.</p> <p>Change of process could be disruptive in the short term.</p> <p>Fear of loss of independence.</p>	<p>Cons Could lead to reassignments of some experts.</p>	<p>Cons COP required to identify qualified experts to sit on the Scientific Council.</p>	<p>Cons Initial cost of conducting review and the cost of CMS staff time.</p>
<p>8. Identify opportunities for cooperation and coordination at the local and regional level through the creation of synergies based on geography.</p> <p>Short-term 8.2 - Have a presence in each of the CMS administrative regions in conjunction with and where possible with assistance from UNEP, NGOs, MEAs and Parties.</p> <p>Medium-term - Option 1</p> <p>Long-term 8.3 - MoUs and Agreements consider enhancing collaboration and cooperation via sharing i.e. office/personnel/resources (e.g. as per Abu Dhabi – To Dugongs and Birds of Prey).</p>	<p>- To encourage resource efficiency.</p> <p>- 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.</p> <p>- Development of local and/or regional synergies with stakeholders.</p> <p>- Identify common or shared work programmes.</p> <p>- Aid capacity building, fundraising and implementation at the local level.</p> <p>- To assist in the ownership and commitment of Parties to implementation.</p>	<p>Pros Raise profile of the CMS outside of Europe and increase opportunities of working with other international organizations and interested parties.</p> <p>Minimizes institutional overlap.</p> <p>Governments who host instruments may become closely involved in the implementation of the CMS activities, thereby increasing ownership and increasing implementation of agreements.</p> <p>Encourage more positive activity from Governments in implementation.</p>	<p>Pros Helps to introduce subsidiarity.</p> <p>Save resources.</p> <p>Greater integration.</p> <p>Access to wider expertise.</p> <p>Benefiting from best practices of the other agreements.</p> <p>Benefiting from recognition/the good reputation one agreement has established.</p> <p>Benefiting from shared resources where one agreement may be underfunded.</p> <p>MoU/Agreements cooperating and sharing resources – share administrative resources allowing for mutual assistance and logistical support.</p>	<p>Pros No changes to legal status of the CMS or CMS Family.</p> <p>No change to the text of the Convention or any of the agreements.</p>	<p>Pros Could provide opportunities for cost savings on some central services such as communications.</p> <p>Potential savings in relation to administrative services through the joint use of office space and utilities.</p> <p>Potential savings in relation to staff costs.</p> <p>Potential savings in relation to joint working programmes.</p> <p>Potential access to funding via Government agencies and bodies.</p>

		<p>Cons There might be political reluctance among some Range States if regional clusters are not located in their jurisdiction, through lack of consensus on where the regional presence should be.</p> <p>There may be a risk of favouring one at the expense of the other in setting priorities.</p> <p>Government might set the agenda for the activities; which might not be fully supported by other Signatories/ Contracting Parties, Range States or NGOs.</p>	<p>Cons Competing and conflicting priorities.</p> <p>Should not create artificial groupings of agreements.</p>	<p>Cons Agreement required with Government where it is acting as host.</p>	<p>Cons Political and financial implications.</p>
<p>9. Harmonization and interoperability of information management and reporting systems where appropriate and applicable for the CMS Family.</p> <p>Short-term - Option 1</p> <p>Medium-term 9.3 CMS to centralize the development and management of information technology including the development of information technology and centralized systems and procedures in relation to data storage and analysis.</p> <p>Long-term 9.4 - Coordinate access to research data as a centralized service across</p>	<ul style="list-style-type: none"> - Reduce duplication of reporting. - Analyze and compare data. - Access to data. - Improved coordination of collection, storage and management systems. - Reduce effort and time spent on collecting and reporting information across the CMS Family. 	<p>Pros Harmonized data gathered from reports can be used as parameters to evaluate and prioritize actions of the institutions. Provides a holistic overview of the institution's workload.</p>	<p>Pros Can avoid multiple investment of time in design, maintenance, and engagement with service providers.</p> <p>Reduces multiplication of efforts and enhances the development of specialization among staff.</p> <p>Concentration of skills.</p> <p>Reduces the duplication of reporting requirements and the amount of time spent on completing multiple reports.</p> <p>Improves analysis and comparison of data allowing for better analysis of gaps and inconsistencies.</p> <p>Assist in comparing progress, quality of work, identification of gaps and assist in an integrated approach to developing</p>	<p>Pros No changes to legal status of the CMS or CMS Family.</p> <p>No change to the text of the Convention or any of the agreements.</p>	<p>Pros Can assist with the reduced cost of initial development, maintenance of multiple platforms, reduced costs of updating technology through time, volume-savings with service providers.</p>

<p>CMS agreements.</p> <p>9.5 - CMS to centralize the development and management of mapping systems and shared management systems.</p>			<p>solutions.</p> <p>Concentration of technical material and research information.</p> <p>Can facilitate easy access to information and knowledge of the status of other Agreements and MoUs.</p>		
		<p>Cons Detachment of data.</p> <p>Reluctance to participate in the sharing of data.</p>	<p>Cons Not all Parties have access to the same standard of technical capacity.</p> <p>In addition to limited capacity, difficulties in accessing the web by a significant number of developing parties and potential members.</p> <p>Experience on past and current attempts to harmonize national reporting across MEAs suggest that this is likely to require a quite significant amount of effort and take long time to be realized in practice.</p>	<p>Cons</p>	<p>Cons Can be expensive and therefore requires funding.</p> <p>Inequalities in the level of IT and technical capacity across different Parties.</p>
<p>10. Strengthen the coordination and servicing of MoU.</p> <p>Short-term - Option 1</p> <p>Medium-term - Option 1</p> <p>Long-term 10.3 - CMS core budget for MoUs.</p>	<ul style="list-style-type: none"> - MoUs to receive coordinated service. - Sharing of resources, knowledge and expertise across MoUs. - Utilization of available resources. - Avoid duplication and promote consistency across MoUs. 	<p>Pros Would help promote implementation of action plans.</p>	<p>Pros Increases resources for implementation.</p> <p>Reduces the staffing burden on the Secretariat.</p> <p>Facilitates implementation.</p> <p>Helps with capacity building and indentifying gaps.</p> <p>Consistency in the approach to implementation.</p>	<p>Pros No changes to legal status of the CMS or CMS Family.</p> <p>No change to the text of the Convention or any of the agreements.</p>	<p>Pros MoUs would have a secure source of funding to function effectively in an integrated way across species.</p>

		Cons Who decides which MoU, which programmes receives funding or do they all receive a set amount?	Cons	Cons Resolution by the COP required.	Cons Depending on the level of funding made available there may still be scarce resources for fully functioning MoUs and there may be competition amongst the MoUs for available funds.
<p>11. Seek opportunities to coordinate meetings between institutions, working groups and across the CMS Family agreements.</p> <p>Short-term - Option 1</p> <p>Medium-term 11.2 - Coordination of COPs and MOPs</p> <p>Long-term 11.3 - 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.</p>	<ul style="list-style-type: none"> - Utilize and share resources. - Reduce time commitments required to attend meetings. - Increase attendance. - Improved sharing of knowledge and information. - Expansion of knowledge and information. - Develop synergistic relationships. 	<p>Pros</p> <p>Raise awareness of the status and role of migratory species in biodiversity conservation debates (post 2010 strategies, migratory species as indicators, etc...). Raise profile of CMS/environmental issues in the sustainability arena.</p> <p>Shared meetings can facilitate dialogue among treaties and facilitate harmonization.</p> <p>Allows for institutional integration.</p>	<p>Pros</p> <p>Agreement/MoU staff able to concentrate on other activities (e.g. implementation) rather than duplicating efforts across different instruments (e.g. meeting arrangements for individual instruments).</p> <p>Operational efficiency where one centralized unit is responsible for arranging all meetings, which can lead to a centralized data base of service providers.</p> <p>Reduces multiplication of effort.</p> <p>Economies of scale.</p> <p>Synergies.</p>	<p>Pros</p> <p>If alteration is for a period of more than 3 years will require a Resolution from the MOPs.</p>	<p>Pros</p> <p>Reduced costs for example coordination of meetings could result in financial savings relating to travel, venue and ancillary costs.</p> <p>Reduced costs for associated meeting costs.</p> <p>Centralized services can allow for the negotiation of volume discounts.</p>
		<p>Cons</p> <p>Risk that CMS priorities may be minimized where meetings coordinated with international organizations.</p>	<p>Cons</p> <p>Logistics may be difficult. Party representatives may not wish to be away at CMS meeting for extended periods of time.</p> <p>Time element required to synchronize meeting schedules and agendas.</p> <p>May be too difficult logistically.</p>	<p>Cons</p>	<p>Cons</p> <p>Initial cost of staff time to coordinate meeting schedules.</p>

<p>12. Actions to prioritize the growth of the CMS and the CMS Family.</p> <p>Short-term 12.6 - Policy decision to establish new Agreements outside of the UNEP Family (i.e. ACAP). Plus Option 3 where 12.6 requires CMS text redefined.</p> <p>Medium-term - Option 1</p>	<ul style="list-style-type: none"> - Augment the growth of the CMS Family. - Maximize resource efficiency. - Identify common threats shared across conservation programmes and relevant responses through the use of best practice. - Develop synergies. - Global coverage. - Focus development of new agreements. 	<p>Pros Will create institutions outside of the UNEP system.</p>	<p>Pros Reduce the administrative and financial burden on CMS.</p>	<p>Pros No changes to legal status of the CMS or CMS Family.</p> <p>No change to the text of the Convention or any of the agreements.</p>	<p>Pros Do not have to pay PSC.</p>
		<p>Cons Separation from UNEP and the benefits this brings.</p> <p>May be out of step with IEG reforms.</p>	<p>Cons</p>	<p>Cons</p>	<p>Cons Do not receive any UNEP subsidy as a result of the PSC contributions.</p>
<p>13. Seek opportunities to expand and develop capacity building across the CMS Family.</p> <p>Short-term 13.1 - Work with local and regional partners to develop capacity building.</p> <p>Medium-term 13.2 - The CMS provide centralized services relating to building capacity with the CMS Family including training and educational activities.</p>	<ul style="list-style-type: none"> - Expand and enhance capacity building to improve conservation efforts and implementation. - Shared logistic effort of back-to-back or in-tandem training on different topics but in the same region. - To include centralized workshops by region or along common thematic interests, for example the development of national policy instruments, reporting practices and species monitoring. - Shared workshops/training by region or along common thematic interests. 	<p>Pros Expand the expertise and knowledge base of CMS institutions, which can raise profile and lead to improved implementation.</p> <p>Sharing of experiences, expertise, and lessons learned amongst the CMS Family.</p>	<p>Pros Increased sharing of experiences, expertise, know-how and lessons learned.</p> <p>Centralizing knowhow on support activities provides a more integrated service and allows for better identification of gaps.</p> <p>Target capacity building on themes, species or geographic area.</p> <p>Avoidance of multiplication of efforts in the organization of multiple events.</p> <p>Sharing training expertise, efficient development of experience in logistic organization of workshops.</p>	<p>Pro No changes to legal status of the CMS or CMS Family.</p> <p>No change to the text of the Convention or any of the agreements.</p>	<p>Pros Sharing of limited resources.</p> <p>Improved procurement power in relation to buying in training and educational expertise if centralized.</p>
		<p>Cons Potential inequality in availability of local trainers.</p> <p>Language and cultural issues and awareness.</p>	<p>Cons Different standards of capacity building from different partnerships/networks across different instruments/geographical spreads.</p>	<p>Cons</p>	<p>Cons Increased staffing costs and cost of producing new guidance documents.</p> <p>There may be a need to</p>

					subsidize IT provision in some States due to the cost of increasing capacity in relation to IT abilities and resources.
<p>14. Seek opportunities to expand and enhance fundraising activities.</p> <p>Ongoing Activity crosses all time frames 14.1 - The CMS coordinate fundraising activities; work with partners and stakeholders to expand fundraising activities.</p>	<ul style="list-style-type: none"> - Coordinate fundraising activities. - Develop synergies. - Identify funding opportunities. - Seek new, additional and innovative ways of financing. 	<p>Pros Greater integration amongst the institutions.</p>	<p>Pros Increased staff. Economies of scale. Coherent policy. Fundraising lessons shared with CMS Family. Enhance partnership opportunities.</p>	<p>Pros No changes to legal status of the CMS or CMS Family. No change to the text of the Convention or any of the agreements.</p>	<p>Pros Coordinated and strategic approach to fundraising across CMS Family can provide opportunities for increased funds. Increased partnership opportunities can introduce new funding sources.</p>
		<p>Cons Risk for some institutions that their projects have not been prioritized for funding.</p>	<p>Cons Established agreements may not wish to surrender fundraising activities and subsequently centralized service should be for those agreements with no current support.</p>	<p>Cons</p>	<p>Cons Cost of staff time.</p>
<p>15. Enhanced collaboration between CMS agreements via projects, programmes or Secretariats based on either geography or on species clusters.</p> <p>Short-term 15.1 - Cooperation and coordination between agreement programmes and projects based on species clustering, thematic issues or geography.</p> <p>Medium-term 15.2 - Cooperation and coordination between agreement Secretariats, e.g. based on species clustering or on geography.</p> <p>Long-term - Option 3</p>	<ul style="list-style-type: none"> - Seek opportunities to develop synergistic relationships either based on geography or species clustering. - Maximize resources. - Encourage cooperation between agreements. - Development of common conservation programmes. - Consolidation of funding. 	<p>Pros Joint programmes based on common issues may be less disruptive than merging instruments based on species or region.</p>	<p>Pros Increased implementation of programmes and action plans. Increased cooperation in one activity/issue can lead to closer cooperation in other fields. Improve joint problem identification and foster cooperative solutions. May be effective in providing a focus for dialogue with other sectors or stakeholders.</p>	<p>Pros No changes to legal status of the CMS or CMS Family. No change to the text of the Convention or any of the agreements.</p>	<p>Pros Maximize available resources. Takes advantage of existing resources. Combines available resources therefore this could liberate some resources for on the ground conservation activities. May provide additional sources of funding. Potential savings in relation to administrative services through the joint use of office space and utilities. Potential savings in relation to staff costs.</p>

					Potential savings in relation to joint working programmes.
		<p>Cons</p> <p>Some instruments may prefer to continue on present course where they are operating effectively and see no added value in extending network with perhaps other MoUs/Agreements.</p>	<p>Cons</p> <p>Competing and conflicting priorities.</p> <p>Should not create artificial groupings of agreements.</p>	<p>Cons</p>	<p>Cons</p> <p>Possible cost of identifying the best links and willing parties to participate.</p>

Option 3: Improve Conservation via Alterations to Existing Structure					
INCLUDES ALL ACTIVITIES IN OPTION 1 AND IN OPTION 2 PLUS THOSE ACTIVITIES OUTLINED BELOW					
Activity	Description	Institutional	Organizational	Legal	Financial
<p>7. Restructuring of Scientific Council to maximize expertise, knowledge and capacity.</p> <p><u>Short-term</u> - Option 2</p> <p><u>Medium-term</u> - Option 2</p> <p><u>Long-term</u> 7.3 - CMS wide Scientific Institution.</p>	<p>- Identify potential and relevant opportunities to maximize the expertise and knowledge of the Scientific Council to best support the CMS.</p> <p>- Identify any gaps in knowledge and/or expertise in the current membership of the Scientific Council.</p> <p>- Expand advice and knowledge sharing across the CMS Family.</p>	<p>Pros</p> <p>Expand the capacity of the CMS.</p> <p>Provide scientific expertise to the entire CMS Family.</p> <p>Improve scientific capacity of MoUs.</p> <p>Integrate scientific knowledge across the Family.</p>	<p>Pros</p> <p>Concentration of technical material and experience.</p> <p>Access to a wider scope of expertise, including expertise on related issues (e.g. habitat conservation, climate change impacts).</p>	<p>Requires alteration to the texts of the Convention and to the text of Agreements.</p> <p>Time required for negotiation of text changes may be lengthy.</p> <p>May lose some Parties during the process.</p> <p>There is always a risk of losing some of the provisions when the negotiations of an agreement are re-opened.</p>	<p>Pros</p> <p>Sharing of limited resources.</p> <p>Economies of scale through joint resources and potential joint funding.</p>
		<p>Cons</p> <p>Logistical issues in relation to how many representatives sit on the Scientific Institution.</p>	<p>Cons</p> <p>Care would need to be taken to ensure that the breadth of expertise is representative of all species and Regions.</p> <p>Staff time required to arrange the negotiation and prepare the relevant documents.</p>	<p>Cons</p> <p>Initial cost of establishing new CMS wide Scientific Institution.</p>	

<p>12. Actions to prioritize the growth of the CMS and the CMS Family.</p> <p><u>Short-term</u> 12.7 - Agreements and MoUs focused only on migratory species where Convention redefined Plus Option 1 and 2</p> <p><u>Medium-term</u> - Option 1</p>	<ul style="list-style-type: none"> - Augment the growth of the CMS Family. - Maximize resource efficiency. - Identify common threats shared across conservation programmes and relevant responses through the use of best practice. - Develop synergies. - Global coverage. - Focus development of new agreements. 	<p>Pros Allows for the convention to be truly migratory rather than trans-boundary.</p>	<p>Pros Can put fewer burdens on the CMS Secretariat, if they are required to administer an agreement.</p> <p>Subsequently, resources are less diluted and more concentrated.</p>	<p>Requires alteration to the Convention text.</p> <p>Time required for renegotiation period may be lengthy.</p> <p>May lose some Parties.</p>	<p>Pros More available resources for other agreements.</p> <p>Finances targeted at strategic issues.</p>
<p>15. Enhanced collaboration between CMS agreements via projects, programmes or Secretariats based on either geography or on species clusters.</p> <p><u>Short-term</u> - Option 2</p> <p><u>Medium-term</u> - Option 2</p> <p><u>Long-term</u> 15.3 - Merge CMS Family agreements based on geography and/or ecology or species grouping.</p>	<ul style="list-style-type: none"> - Sharing and maximizing of resources. - Encourage cooperation between agreements. - Development of common conservation programmes. - Consolidation of funding. 	<p>Pros Merging instruments based on species - shared scientific services knowledge, data, and monitoring schemes.</p>	<p>Pros Merging or extending remit of instruments can reduce duplication of efforts, activities, programmes and effective deployment of resources.</p> <p>Merging of instruments could liberate time spent on administrative activities, thereby allowing additional time for activities.</p> <p>Merging instruments based on species allows to a certain extent to develop common conservation programmes, measures, fundraising, awareness raising and educational work.</p> <p>As many species face many of the same impacts and threats on their populations, habitats and ecosystems more broadly, merged instruments or instruments with extended remits could develop synergies that could maximize the conservation outcomes for target species and their habitats.</p>	<p>Time required for renegotiation period may be lengthy.</p> <p>May lose some Parties.</p> <p>There is always a risk of losing some of the provisions when the negotiations of an agreement are re-opened.</p>	<p>Pros Merger of some instruments could result in a reduction of the number of meetings held, thereby freeing resources (financial and staff).</p>

		<p>Cons Merging instruments based on species can result in single species and their individual needs no longer being the primary focus.</p> <p>May be difficulties if not all instruments have corresponding Parties.</p> <p>Issues may arise in relation to the location of the merged agreement.</p>	<p>Cons May weaken the identity of individual instruments and lead to loss of organizational/professional profile and 'prestige' could represent significant structural barriers within each individual MoU.</p> <p>Merging instruments based on species - merging too many agreements could make the bodies too large and cumbersome, saving money at the expense of efficiency.</p> <p>Could potentially lead to understaffing across merged agreements if insufficient staffing levels in one or both agreements.</p> <p>Merged instruments could result in a dilution of effort and focus on specific priority issues, as well as disruption of continuity of programmes.</p>		<p>Cons Cost of renegotiation may be high.</p>
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4.2. Annex 2: Option Costs

The table provides a summary of the estimated cost per each sub-activity of the core 16 activities chosen by the ISWGoFS with a full breakdown of the costs available within COP 10 information documents. Within each costing are new costs (New CMS Staffing, External Staffing, Set-up Costs and Ongoing Costs) and there is also a financial representation for the time involvement required of existing CMS staff, (which is an existing cost and covered by the core budget and where no additional contributions are required from Parties). The latter will most likely require a reallocation of CMS staff time or/and realignment of priorities. Where a new cost is indicated, funding is required, however this could be a cost which is covered internally by a Party for example where a new JPO has been identified. Some of the costs identify a percentage increase on the CMS current budget (e.g. the set-up costs under activity 2.2). All costs (bar some exceptions) are based on a three year basis as per the current budgetary periods for the CMS COP. JPOs are based on a 1 year contract. Consultant costs, whilst calculated over a three year period, do not exceed a working period of 12 months. Temporary consultants have also been calculated on a basis not exceeding 12 months.

Given that the options are cumulative, Option 2 has a sub-total for the cost of implementing the new activities identified only under Option 2, and a total cost which incorporates the costs of Option 1. Option 3 has a sub-total for the cost of implementing its new activities plus the total cost of the activities under Options 1 and 2.

OPTION 1										
Activity	Time Frame	Description	Range of Costs Low		Range of Costs Medium (M)		Range of Costs High (H)		Information Details	Existing (E) or new (N) source of funding
			Item Cost	Total	Item Cost	Total	Item Cost	Total		
1.1 Alignment with IEG reforms. CMS to monitor progress.	Short	Existing CMS Staffing	15,600		15,600		20,400		H (0.02 of D1 and D2) M & L (0.02 of 2 x P4)	From CMS Core Budget (E)

		New CMS Staffing	0		0		0		
		External Staffing	0		0		0		
		Set Up Costs	0		0		0		
		Ongoing Costs	0	15,600	0	15,600	0	20,400	
1.2 To discuss reforms and impact on the CMS at COP and Standing Committee.	Medium	Existing CMS Staffing	9,540		9,540		12,720		H based on 0.02 of P4 & a P2; M & L - based on 0.02 of P2 & a GS7 From CMS Core Budget (E)
		New CMS Staffing	0		0		0		
		External Staffing	0		0		0		
		Set Up Costs	0		0		0		
		Ongoing Costs	0	9,540	0	9,540	0	12,720	
2.1 Closer collaboration with UNEP regional offices, where appropriate, to assist with capacity building and technological support by the CMS and its Family.	Short	Existing CMS Staffing	4,920		4,920		4,920		0.02 of P2 From CMS Core Budget (E)
		New CMS Staffing	0		0		0		
		External Staffing	0		15,000		27,000		H - Consultant, M - NGO and L- intern to undertake task Possible Party voluntary contribution (N)
		Set Up Costs	0		0		0		
		Ongoing Costs	0	4,920	0	19,920	0	31,920	

<p>2.2 Encourage more NGOs and private sector organizations to become engaged in Agreements and MoUs.</p> <p>Ongoing activity</p>	Short	Existing CMS Staffing	4,920		4,920		4,920		0.02 of P2	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	5,089		22,899		38,165		Publicity campaign – H= 50% increase on COP 9 budget, M = 30% increase on COP 9 budget and L = 20% increase	
		Ongoing Costs	0	10,009	0	27,819	0	43,085		
<p>2.3 Closer partnership working with partner organizations, including NGOs, indigenous and local communities and States.</p>	Medium	Existing CMS Staffing	13,000		31,800		51,300		H – 0.10 of P4 and 0.05 of P2, M – 0.05 of 2 x P2s, L – 0.10 of 1 x P2	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	0		60,000		120,000		Contributions to conservation programmes of projects	Party contribution (N)
		Ongoing Costs	0	13,000	33,975	125,775	78,000	249,300	H – 25% contribution to programme officer P2. M – 15% contribution	
<p>3.1 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. TEMATEA, UNEP-WCMC,</p>	Short	Existing CMS Staffing	20,520		20,520		20,520		H, M, L - 1 - 0.02 of 2 x P4 + 0.02 of AEWA Information Officer	From CMS Core Budget and AEWA budget (AEWA Info Officer) (E)

IUCN, Wetland International) to enhance the delivery of CMS Family objectives.		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	0		0		0			
		Ongoing Costs	45,000	65,520	60,000	80,520	90,000	110,520	Varied contributions from 15,000 to 30,000 a year	
4.1 Produce the CMS website in 3 languages.	Short	Existing CMS Staffing	10,660		10,660		10,660		0.01 of P2 and 0.10 of P2	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	22,500		30,000		40,000		Translation H -275,000 words @ €150 per 1,000 words M – 200,000 words L – 150,000 words	
		Ongoing Costs	12,000	45,160	12,000	52,660	12,000	62,660	Ongoing translation costs	
4.2 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.	Medium	Existing CMS Staffing	2,300		2,300		2,300		0.01 of all information staff	From CMS Core Budget (E)
		New CMS Staffing	13,250		30,750		61,500		H - F/T staff P2 ; M - P/T staff P2; L-JPO P2 for 1 year (all 25% of time)	JPO - Party Contribution (N)
		External Staffing	0		0		0		M & L intern included	
		Set Up Costs	40,000		88,750		158,750		H – recruitment costs for P2 (25%), website redesign (150,000) and promotional tools for website. M – recruitment costs for	

									P2 (25%), website redesign (80,000) and promotional tools for website. L – No recruitment costs, website redesign (40,000) and use free downloads of promotional tools	
		Ongoing Costs	7,633	63,183	15,266	137,066	38,165	260,715	Promotional campaign H – 50% increase on COP 9 budget M – 20% increase L – 10% increase	
<p>4.3 The 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, where this is practicable through publications and online resources, where this is practicable.</p>	Long	Existing CMS Staffing	31,200		19,500		19,500		H & M – 0.05 of p4 L – 0.08 of P4	From CMS Core Budget (E)
		New CMS Staffing	26,500		61,500		123,000		H - F/T staff 50% of P2, M - P/T Staff 50% of P2 L – JPO P1 x 1 year (increase in existing staff time to compensate)	JPO from Party (N)
		External Staffing	0		0		0		Intern included for M & L	
		Set Up Costs	0		13,500		13,500		H & M – recruitment costs (50%) L – no recruitment costs	
		Ongoing Costs	15,000	72,700	35,000	129,500	55,000	211,000	Publications & Events H – 3 additional publications and 2 events per year M – 2 additional publications and 1 event per year L – 1 additional publication and no events per year	
<p>5.1 The CMS Secretariat to coordinate a global gap analysis at Convention level. To consider</p>	Short	Existing CMS Staffing	49,200		24,600		24,600		H & M – 0.10 of P2 L – 0.20 of P2	From CMS Core Budget (E)

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.		New CMS Staffing	0		0		0			
		External Staffing	0		20,000		40,500		H - consultant, M - NGO, L - conducted internally – increase in internal staff time to reflect this	
		Set Up Costs	36,000		36,000		36,000		Based on the cost of 1 Flyway's Group meeting	
		Ongoing Costs	0	85,200²¹	0	80,600	0	101,100	Party contribution (N)	
5.3 Resource assessment.	Long	Existing CMS Staffing	61,560		84,600		139,200		H - 0.15 of 2 x P4 and 0.10 of GS7 M – 0.08 of 2 x P4 and 0.10 of GS7 L – 0.08 of 2 x P2 and 0.10 of GS7	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		80,000		124,200		H - consultant, M - NGO, L - Party	Possible Party contribution (N)
		Set Up Costs	66,000		66,000		66,000		Based on 3 meetings and on cost of ISWGoFS	Possible Party contribution (N)
		Ongoing Costs	0	127,560	0	230,600	0	329,400		
6.1 Coordinated strategic plans for the CMS Family. Planning, analysis and assessment	Short	Existing CMS Staffing	52,380		52,380		52,380		H, M & L 0.02 x 2 CMS P4s 0.01 of 1 CMS P4 0.01 of 1 CMS D1 0.02 x 6 Agreement staff	From CMS Core Budget and agreement budgets

²¹ Whilst the low cost range (€85,200) is recorded as higher than the medium cost range (€80,600) this is due to the increase in existing staff time under the low cost range. This is not an additional cost but reflects the time requirements from existing staff. As such the medium cost range is still higher than the low cost range as the new additional costs for the medium cost range is €56,000 and for the low cost range €36,000.

of strategic plans.										(E)
		New CMS Staffing	0		82,000		0		M – short-term contract P2 for 12 months	
		External Staffing	0		0		124,200		H – Consultant L - Party	Party contribution (N)
		Set Up Costs	0		0		0			
		Ongoing Costs	0	52,380	0	134,380	0	176,580		
6.2 Coordinated strategic plans for the CMS Family. Development.	Medium	Existing CMS Staffing	60,180		60,180		60,180		H & L 0.02 x 2 CMS P4s 0.01 x 1 CMS P4 0.01 x 1 CMS D1 0.02 x 6 Agreement staff M 0.04 x 2 CMS P4s 0.01 x 1 CMS P4 0.01 x 1 CMS D1 0.02 x 6 Agreement staff	From CMS Core Budget and agreement budgets (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		21,500		H – Consultant M – undertaken internally – staff time increased L – Party to undertake	L – Party contribution (N)
		Set Up Costs	27,000		27,000		27,000		Working group based on Flyways Group costs plus translation costs	
		Ongoing Costs	0	87,180	0	87,180	0	108,680		
6.3 Coordinated strategic plans for the CMS Family.	Long	Existing CMS Staffing	34,785		34,785		34,785		H, M & L 0.01 x 3 CMS P4s 0.01 x 1 CMS D1 0.01 x 6 Agreement staff	From CMS Core Budget and agreement budgets

Implementation.										(E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	0		0		0			
		Ongoing Costs	0	34,785	0	34,785	0	34,785		
8.1 Regionalize conservation efforts by having local coordinators with assistance from UNEP, NGOs and MEAs.	Medium	Existing CMS Staffing	19,900		19,900		19,900		H, M & L 0.03 of P4 and 0.2 of P2	From CMS Core Budget (E) and JPO from Party (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	27,000		135,000		558,000		Financial contribution H – 50% of an AEWA technical advisor M – 50% of a WWF coordinator cost L – 10% of WWF coordinator cost	
		Ongoing Costs	0	46,900	0	154,900	0	577,900		
9.1 Utilization of existing data collection and management systems external to CMS (e.g. by UNEP-WCMC).	Short	Existing CMS Staffing	17,000		17,000		17,000		H, M & L 0.02 of CMS JPO P2 0.04 of P4	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	0		0		0			
		Ongoing Costs	72,000	89,000	72,000	89,000	72,000	89,000	Based on 200% increase on current payment of 24,000 to	

									UNEP-WCMC to conduct assessment prior to COP	
9.2 Build upon current practices of harmonization of data reporting and the development of current systems, probably utilizing the ongoing work being undertaken by both AEWA and IOSEA.	Short	Existing CMS Staffing	3,900		3,900		3,900		H, M & L 0.01 of P4	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	0		0		0			
		Ongoing Costs	0	3,900	0	3,900	0	3,900		
10.1 Extend staffing levels of CMS Policy and Agreements Unit to service MoUs.	Short	Existing CMS Staffing	0		0		0			From CMS Core Budget (E)
		New CMS Staffing	246,000		492,000		861,000		H - 3.5 coordinators, P2 M - 2 coordinators, P2 L - 1 coordinator P2	
		External Staffing	0		0		0			
		Set Up Costs	27,000		54,000		93,500		Recruitment costs (25,000 for recruitment and 2,000 for IT)	
		Ongoing Costs	0	273,000	0	546,000	0	954,500		
10.2 Extend staffing levels for all MoUs not currently represented.	Medium	Existing CMS Staffing	0		0		0			From CMS Core Budget (E)
		New CMS Staffing	360,000		630,000		1,260,000		H - 14 coordinators, M - 7 coordinators, L - 4 coordinators	

		External Staffing	0		0		0			
		Set Up Costs	40,000		70,000		140,000		Recruitment costs (25,000 for recruitment and 2,000 for IT)	
		Ongoing Costs	0	400,000	0	700,000	0	1,400,000	400,000	
11.1 Prioritizing and coordinating, meetings of scientific and other advisory bodies, working groups, etc.	Short	Existing CMS Staffing	40,849		40,849		40,849		H, M & L 0.02 GS staff, 0.02 x 2 CMS P4s, 0.01 x 8 agreement staff	From CMS Core Budget and Agreement budgets (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	0		0		18,000		H- meeting in Bonn, M & L - Meeting via video conferencing	
		Ongoing Costs	0	40,849	0	40,849	0	58,849		
12.1 Agreements and MoUs focused only on migratory species. Where Policy only required.	Short	Existing CMS Staffing	11,700		11,700		11,700		0.01 x 3 P4s	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	0		0		0			
		Ongoing Costs	0	11,700	0	11,700	0	11,700		
12.2 Encourage more Range States to become	Short	Existing CMS	3,280		22,500		0		M – 0.05 P2, 0.01 of D	From CMS Core

Parties/Signatories to the CMS and the CMS Family.		Staffing							and 0.01 of D2 L 0.004 of P2	Budget (E)
		New CMS Staffing	13,250		0		61,500		H- F/T staff – 25% of P2 M - Internally - existing staff time calculated to represent this time. L - JPO 25% of P1 for 1 year – existing staff time also calculated to compensate for less new staff	JPO from Party (N)
		External Staffing	0		0		0			
		Set Up Costs	0		0		6,750		H – Recruitment costs (25%)	
		Ongoing Costs	7,633	24,163	22,899	258,229	38,165	106,415	Promotional Campaign H - increase on 2009-11 budget of 50%, M - 30% increase, L10% increase	
12.3 Create criteria against which to assess proposed new potential agreements.	Short	Existing CMS Staffing	60,970		46,810		46,810		H & M - 0.02 x 3 P4, 0.02 1 x P2 0.01 1 x D1 and 0.01 1 x D2 L – 0.04 1 x P4, 0.03 1 x P4, 0.02 1 x P4, 0.02 1 x P2, 0.01 1 x D1 and 0.01 1 x D2	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		20,000		32,000		H - consultant, M - NGO, L - conducted internally – increase in staff time to reflect additional staff time	
		Set Up Costs	7,500		7,500		7,500		Translation costs	
		Ongoing Costs	0	68,470	0	74,310	0	86,310		

12.4 Extending the scope of existing Agreements/MoUs rather than developing new Agreements.	Medium	Existing CMS Staffing	24,990		24,990		24,990		0.02 2 x P4, 0.01 P4, 0.01 D1	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	36,000		36,000		36,000		Cost provided by Secretariat	
		Ongoing Costs	0	60,990	0	60,990	0	60,990		
12.5 Develop a policy where implementation monitoring must be a part of any future MoUs.	Medium	Existing CMS Staffing	73,380		49,980		49,980		H & M 0.05 2 x P4, 0.02 D1 L – 0.08 x 2 P4, 0.02 D1 – undertaken internally	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		20,000		32,000		H - consultant, M - undertaken by NGO, L - undertaken in-house – staff time recalculated to indicate increase in existing staff workload	
		Set Up Costs	3,000		3,000		3,000		Translation costs	
		Ongoing Costs	0	76,380²²	0	72,980	0	84,980		
16.1 Utilization of systems of assessment and monitoring external to the CMS (for example	Short	Existing CMS Staffing	9,840		9,840		9,840		H, M & L - 0.04 P2	From CMS Core Budget (E)

²² Whilst the low cost range (€76,380) is recorded higher than the medium cost range (€72,980) this is due to the increase in the time of the CMS staff and therefore the increased financial representation of this time, which is an existing cost and not a new additional cost. The medium cost range is higher in terms of new costs (€23,000) whilst the low cost range is €3,000.

by UNEP-WCMC).		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	0		0		1,000		H – Creation of internet page M & L - free download	
		Ongoing Costs	100,000	109,840	100,000	109,840	100,000	110,840	Payment to external organization to pay for monitoring Based on 300% increase on current payment of 24,000 to UNEP-WCMC to conduct assessment prior to COP	
16.2 Improve mechanisms to measure implementation.	Medium	Existing CMS Staffing	11,700		11,700		11,700		H, M & L – 0.03 P4	From CMS Core Budget (E)
		New CMS Staffing	0		0		255,000		H – 100% F/T P2	
		External Staffing	60,000		60,000		0		M & L – Temp consultant	
		Set Up Costs	0		0		27,000		Recruitment costs (25,000 for recruitment and 2,000 for IT (100%))	
		Ongoing Costs	0	71,700	0	71,700	0	293,700		
16.3 Undertake an assessment of MoUs and their viability and where applicable cease support. Ongoing Activity	Long	Existing CMS Staffing	39,000		39,000		39,000		H, M & L – 0.10 P4	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	18,000		18,000		30,000		H - consultant, M & L - NGO	

		Set Up Costs	4,500		4,500		4,500		Translation costs	
		Ongoing Costs	0	61,500	0	61,500	0	73,500		
OPTION TOTALS				2,025,129		3,421,843		5,665,449		

OPTION 2										
Activity	Time Frame		Range of Costs Low (L)		Range of Costs Medium (M)		Range of Costs High (H)			
			Item Cost	Total	Item Costs	Total	Item Cost	Total		
		Description	Carry Forward Option 1 Low	2,042,129	Carry Forward Option 1 Medium	3,421,593	Carry Forward Option 1 High	5,665,449		
2.4 Develop regional hubs for MEA implementation to identify synergies and linkages between MEAs and avoid duplication in projects and activities.	Long	Existing CMS Staffing	12,300		12,300		12,300		H, M & L – 0.05 P2	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	0		100,000		200,000		H & M - Contribution to Hub activities	
		Ongoing Costs	0	12,300	0	112,300	0	212,300		
3.2 The CMS to coordinate scientific research programmes based on identification of common issues/threats shared across the CMS Family to reduce duplication and	Medium	Existing CMS Staffing	19,500		19,500		19,500		H , M & L - 0.05 P4	From CMS Core Budget (E)

overlaps and improve economies of scale.		New CMS Staffing	0		0		49,200		H - 1 x F/T P2 (20% of time)	
		External Staffing	0		25,000		0		M -short-term consultancy. L - Intern	M - Party contribution (N)
		Set Up Costs	0		0		5,400		H – Recruitment cost (20%) M & L - no recruitment costs	
		Ongoing Costs	0	19,500	0	44,500	0	74,100		
3.3 Create a migratory species scientific data hub, which would facilitate the use of migratory species data as an indicator of climate change.	Long	Existing CMS Staffing	41,340		14,040		14,040		H & M – 0.03 P4, 0.01 of P4, GS7 and GS4 L – 0.010 P4, 0.01 of P4, GS7 and GS4	From CMS Core Budget (E)
		New CMS Staffing	70,000		246,000		372,000		H - P3, M - P2, L – JPO (existing staff time increased as JPO only for 1 year)	JPO from Party (N)
		External Staffing	0		0		0			
		Set Up Costs	150,000		341,000		549,401		H- partly based on Critical Site Network tool - WOW. Doc Inception Report No 1, 1 Jan - 31 March 2007 and scenario modeling tools Recruitment costs (100%) M – Recruitment costs, reduced capacity software and scenario modeling tools L -no recruitment cost, reduced capacity software and use existing scenario modeling tools	
		Ongoing Costs	66,000	327,340	132,000	733,040	315,000	1,250,441	H – 3 workshops per year for 3 years @ 35,000	

									M – 2 workshops per year for 2 years @ 22,000 L – 1 workshop per year for 3 years @ 22,000	
4.4 Parties/Signatories to translate guidance documents into local languages to assist implementation.	Medium	Existing CMS Staffing	10,290		10,920		10,290		H, M & L - 0.02 P4, 0.01 P2	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	0		10,000		20,000		Sliding scale of assistance to Parties for translation cost at L – no assistance provided	
		Ongoing Costs	0	10,290	0	20,920	0	30,290		
7.1 Planning, assessment and gap analysis.	Short	Existing CMS Staffing	19,460		19,460		19,460		H, M & L 0.02 x 2 P4, 0.01 P2 and JPO (P2)	From CMS Core Budget (E and JPO from Party (N)
		New CMS Staffing	0		0		0			
		External Staffing	0		90,000		124,200		H - consultant M - NGO to undertake, L - Party	L - Party contribution (N)
		Set Up Costs	2,250		2,250		2,250		Translation costs (15,000 words)	
		Ongoing Costs	0	21,710	0	111,710	0	145,910		

7.2 Implementing the review of CMS membership of Scientific Council based on species groupings, and thematic issues.	Medium	Existing CMS Staffing	15,600		15,600		15,600		H, M & L - 0.02 x 2 P4	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	0		0		0			
		Ongoing Costs	0	15,600	0	15,600	0	15,600		
8.2 Have a greater presence in each of the CMS administrative regions in conjunction with and where possible with assistance from UNEP, NGOs, MEAs and Parties.	Short	Existing CMS Staffing	8,820		8,820		8,820		H, M & L – 0.02 P2, 0.01 P4	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	0		0		0			
		Ongoing Costs	20,000	28,820	40,000	48,820	60,000	68,820	Sliding scale contribution to regional focal point	
8.3 MoUs/Agreements consider enhancing collaboration and cooperation via sharing.	Long	Existing CMS Staffing	7,800		7,800		7,800		H, M & L – 0.2 P4	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	50,000		100,000		150,000		Sliding scale contribution to assisting partnership	

									development	
		Ongoing Costs	0	57,800	0	107,800	0	157,800		
9.3 CMS to centralize the development and management of information technology including the development of information technology and centralized systems and procedures in relation to data storage and analysis.	Medium	Existing CMS Staffing	78,000		73,494		73,494		H & M - 0.15 P4, 0.05 Agreement Staff, 0.02 Agreement Staff L 0.20 P4, 0.05 Agreement Staff, 0.02 Agreement Staff	From CMS Core Budget and agreement budgets (E)
		New CMS Staffing	37,200		73,800		147,600		H – 1 x F/T P2 (60%) M P2 – 1 x P/T P2 (60%) L - JPO (60%) P2 for 1 year – existing staff time increased accordingly	
		External Staffing	0		0		0			
		Set Up Costs	85,000		216,200		266,200		H – Recruitment costs (60%), mapping system, IT as per CSN M – Recruitment costs (60%), IT as per CSN, reduced mapping system L – No recruitment costs, IT as per GROMS, no mapping system	
		Ongoing Costs	500	200,700	500	363,994	500	487,794		IT maintenance
9.4 Coordinate access to research data as a centralized service across CMS agreements.	Long	Existing CMS Staffing	19,500		11,700		7,800		H - .02 P4 M – 0.03 P4 L – 0.05 P4	From CMS Core Budget (E)
		New CMS Staffing	12,400		24,600		49,200		H - F/ P2 (10%) M – P/T P2 (20%), L – JPO 20% P1 for 1 year Existing staff time	L - JPO from Party (N)

									increased accordingly	
		External Staffing	0		0		0			
		Set Up Costs	66,000		138,400		214,700		H – Recruitment costs (10%), intranet site, workshops 2 per year for 3 years @ 35,000 M – Recruitment costs (20%), intranet site, workshops 2 per year for 3 years @ 22,000 L – No recruitment costs, free intranet download and 1 workshop per year for 3 years @ 22,000	
		Ongoing Costs	0	97,900	0	174,700	0	271,700		
9.5 The CMS to centralize the development and management of mapping systems and shared management systems.	Long	Existing CMS Staffing	15,600		11,700		7,800		H - 0.02 P4 M – 0.03 P4 L – 0.04 P4	From CMS Core Budget (E)
		New CMS Staffing	6,200		12,300		24,600		H - F/T P2 (10%) M - PT P2 (10%) L – JPO (10%) P1 for 1 year. Existing staff time increased accordingly	L - JPO from Party (N)
		External Staffing	0		0		0			
		Set Up Costs	0		2,700		2,700		H & M – recruitment costs (10%)	
		Ongoing Costs	0	21,800	0	26,700	0	35,100		
10.3 The CMS core budget to include provision for species groups and the MoUs.	Long	Existing CMS Staffing	6,360		6,360		6,360		H, M & L - 0.01 P2, 0.01 P4	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			

		External Staffing	0		0		0			
		Set Up Costs	0		0		0			
		Ongoing Costs	0	6,360	0	6,360	0	6,360		
11.2 Coordination of COPs, MOPs and SOPs meetings.	Medium	Existing CMS Staffing	46,092		46,090		46,092		H, M & L – 0.02 P2, 0.01 x 3 P4, 0.01 x 8 agreement staff	From CMS Core Budget and Agreement budgets (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	0		0		18,000		H - meeting for 15 people approximately M & L - video conference	
		Ongoing Costs	0	46,092	0	46,090	0	64,092		
11.3 Coordinate with international organizations common meetings relating to shared issues.	Long	Existing CMS Staffing	20,520		20,520		20,520		H, M & L - 0.01 x 2 P4, 0.02 P4 and 0.02 P2	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	0		0		0			
		Ongoing Costs	0	20,520	0	20,520	0	20,520		
12.6 Policy decision to establish new Agreements outside of the UNEP family.	Short	Existing CMS Staffing	0		0		0			From CMS Core

No cost - as Parties to determine whether this is the preferred route										Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	0		0		0			
		Ongoing Costs	0	0	0	0	0	0		
13.1 Work with local and regional partners to develop capacity building. Ongoing activity	Short	Existing CMS Staffing	14,120		14,120		14,120		H, M & L - 0.02 P4, 0.02 P2 and JPO (P2)	From CMS Core Budget (E) and JPO from Party (N)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	7,633		22,899		38,165		Publicity Campaign H - 50% increase on 2009-11 publicity budget, M - 30% increase on publicity budget, L - 10% increase on publicity budget,	
		Ongoing Costs	66,000	87,753	132,000	169,019	210,000	262,285	H - 2 workshops per year for 3 years @ 35,000 M - 2 workshops per year for 3 years @ 22,000 L - 1 workshop per year for 3 years @ 22,000	
13.2 The CMS to provide centralized services relating to building capacity with the CMS family including training and	Medium	Existing CMS Staffing	45,150		45,150		45,150		H, M & L – 0.10 CMS P4 and 0.05 of AEWA and ACAP Information	From CMS Core Budget and

educational activities.								Officer	agreement budgets (E)
	New CMS Staffing	0		53,000			123,000	H - P/T P2 M - JPO P1 for 1 year L - Intern	L - JPO from Party (N)
	External Staffing	0		0			0		
	Set Up Costs	1,000		2,000			30,000	H – Recruitment costs, design of web based training site M - design of web based training site L - design of web based training site	
	Ongoing Costs	90,362	136,512	161,603	261,753		247,465	445,615	H – Translation costs (8% increase on 2009-11 budget, 1 publication for 3 years, maintenance of web based training, 2 workshops per year for 3 years @ 35,000 M – Translation costs 5% increase on 2009-11 budget, 1 publication for 3 years, maintenance of web based training, 2 workshops per year for 3 years @ 22,000 L – Translation cost 3% increase on 2009-11 budget, 1 publication for 3 years, maintenance of web based training, 1 workshops per year for 3 years @ 22,000

<p>14.1 The CMS to coordinate fundraising activities work with Parties, partners and stakeholders to expand fundraising activities.</p> <p>Ongoing activity</p>	All Time Frames	Existing CMS Staffing	71,310		59,010		122,730		H - 0.20 P2, 0.10 P4, 0.02 D1 and 0.05 D2 M – 0.10 P2, 0.05 P5, 0.02 D1 and 0.02 D2 L – 0.015 P2, 0.05 P5, 0.02 D1 and 0.02 D2	From CMS Core Budget (E)
		New CMS Staffing	0		53,000		0		M - JPO P1 for 1 year L – Intern Existing staff time increased accordingly	
		External Staffing	0		0		0			
		Set Up Costs	0		0		2,000		H – On – line tool M & L – free download tool	
		Ongoing Costs	15,000	86,310	15,000	127,010	30,000	154,730	H - 2 guidance documents per year for 3 years M & L – 1 guidance document per year for 3 years	
<p>15.1 Cooperation and coordination between agreement programmes and projects based on species clustering, thematic issues or geography.</p>	Short	Existing CMS Staffing	76,072		76,072		76,072		H, M & L - 0.03 CMS P4, 0.01 CMS P4, 0.01 CMS D1, 0.04 CMS JPO, 0.10 CMS P2, 0.01 x 9 agreement staff	From CMS Core Budget and agreement budgets. (E) JPO from Party Contribution (N)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	0		0		0			
		Ongoing Costs	0	76,072	0	76,072	0	76,072		
<p>15.2 Cooperation and coordination between agreement Secretariats, e.g. based</p>	Medium	Existing CMS	74,482		74,482		74,482		H, M & L – 0.03 CMS P4, 0.04 CMS JPO, 0.10 CMS P2, 0.01	From CMS Core Budget and

on species clustering or on geography.	Staffing								CMS P4, 0.01 x10 agreement staff	agreement budgets. (E) JPO from Party Contribution (N)
	New CMS Staffing	0		0		0				
	External Staffing	0		0		0				
	Set Up Costs	0		0		0				
	Ongoing Costs	0	74,482	0	74,482	0	74,482			
OPTION 2 SUB-ACTIVITIES TOTALS ONLY										
				1,347,861		2,541,390		3,854,011		
OPTION 2 + OPTION 1 = OPTION 2 TOTAL										
				3,372,990		5,963,233		9,519,460		

OPTION 3										
Activity	Time Frame	Range of Costs High (H)			Range of Costs Medium (M)		Range of Costs Low (L)			
		Description	Item Cost	Total	Item Cost	Total	Item Cost	Total		
			Carry Forward Option 1 + 2 Low	3,372,990	Carry Forward Option 1 + 2 Medium	5,963,233	Carry Forward Option 1 + 2 High	9,519,460		
7.3 A CMS wide Scientific Institution.	Long	Existing CMS	138,816		138,816		138,816		H - M & L - 0.08 CMS P4, 0.04 x 7	From CMS Core Budget and

		Staffing							Agreement staff	agreement budgets (E)
		New CMS Staffing	0		82,000		0		M - short temporary contract P2	
		External Staffing	0		0		175,000		-H - Consultant L - - Party	L - Party contribution (N)
		Set Up Costs	66,000		66,000		66,000		Inter-sessional Working Group meetings (Based on ISWGoFS)	
		Ongoing Costs	0	204,816	0	286,816	0	379,816		
12.7 Agreements and MoUs focused only on migratory species. With Convention text redefined.	Short	Existing CMS Staffing	11,700		11,700		11,700		H, M & L - 0.01 x 3 P4s	From CMS Core Budget (E)
		New CMS Staffing	0		0		0			
		External Staffing	0		0		0			
		Set Up Costs	36,000		36,000		36,000		Working group meeting (Based on CMS costings)	
		Ongoing Costs	0	47,700	0	47,700	0	47,700		
15.3 Merge the CMS Family agreements based on geography and/or ecology or species grouping.	Long	Existing CMS Staffing	44,948		44,948		44,948		H, M & L - 0.02 x 1 CMS P2, 0.02 x 1 CMS P4, 0.01 x 2 CMS P4, 0.01 x 1 CMS D1,	From CMS Core Budget and agreement budgets (E)

									0.01 x 8 agreement staff	
		New CMS Staffing	0		0		0			
		External Staffing	90,000		90,000		90,000		H, M & L – consultant	
		Set Up Costs	63,000		63,000		63,000		Working group based on ISWGoFS cost, plus translation costs	
		Ongoing Costs	0	197,948	0	197,948	0	197,948		
		OPTION 3 SUB-ACTIVITIES TOTALS ONLY		450,464		532,464		625,464		
		OPTION 3 + OPTIONS 1 & 2 TOTALS = OPTION 3 TOTAL		3,823,454		6,495,697		10,144,924		

4.3. Annex 3: Phase III Activities by Time Frame

The table below provides a list of the 16 rationalized activities developed from the ISWGoFS meeting on 1-2 February 2011. Each activity has a number of sub-activities. Some of the sub-activities are merely stages within the complete implementation of the high level activity, for example Activity 1, sub-activities are all interconnected components to achieve alignment with international environmental governance. In contrast, Activity 2 contains four sub-activities, which could be independent activities in their own right but combined help to enhance and improve partnership working and build upon one another across the three timeframes. The sub-activities are divided across the three timeframes (short, medium and long-term) indicating when each sub-activity is expected to be implemented. The table also recognizes those sub-activities, which are not confined to one timeframe but are classed as ongoing activities.

No	Activity	Option	Description	Short-term	Medium-term	Long-term
				By COP 11 – 2014	By COP 12 – 2017	By COP 13 – 2020
1	Alignment with international environmental governance reform.	1	<ul style="list-style-type: none"> - To support coherent international decision-making processes for environmental governance. - To catalyze international efforts to pursue the implementation of internationally agreed objectives. - To support regional, sub-regional and national environmental governance processes and institutions. - To promote and support the environmental basis for sustainable development at the national level. 	CMS Secretariat to monitor current progress. (1.1)	Discussion of reforms at COPs and Standing Committee. (1.2)	Implementation of reforms.(1.3)
2	Improved partnership working.	1 and 2	<ul style="list-style-type: none"> - To expand partnership opportunities. - Share best practice. - Utilize common resources. - Share knowledge and expertise. - Coordination of conservation activities. - Identify potential synergies based on common or shared work programmes, geographies and interests. - Utilize local knowledge. 	Encourage more NGOs and private sector to become engaged in Agreements and MoUs. (2.2)		
				<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>Closer partnership working with partner organizations (including NGOs, local and indigenous communities in neighboring Range States to assist in the coordination of conservation activities). (To include Government owned/controlled organizations) (2.3)</p> <p>Coordinated work programmes and information sharing and to develop programmes and plans on how to deal with common threats that cross borders with neighboring 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>

3	Enhancing scientific research and information.	1 and 2	<ul style="list-style-type: none"> - Coordination of research requirements. - Sharing of research information and data. - Provide easy access to all members of CMS Family of existing and future research information. - Developing relevant research into common threats and issues. 	<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. TEMATEA, UNEP-WCMC, IUCN, Wetland International) to enhance the delivery of the CMS Family objectives. (External) (3.1)</p> <p>(Utilization of existing systems)</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 migratory species scientific data hub, which would facilitate the use of migratory species data as an indicator of climate change (Internal). (3.3)</p>
4	Enhance communication and seek opportunities to develop awareness of CMS and CMS Family.	1 and 2	<ul style="list-style-type: none"> - Development of internal systems to enhance communication between working groups, Parties, agreements and institutions and to increase accessibility to information within the CMS Family. - Development of external systems to raise the profile of and increase awareness of the CMS and the CMS Family. - Where relevant to improve existing IT systems, for example existing website system. - Redesign of website to include targeting specific audience groups. 	<p>Parties/Signatories to translate guidance documents into local languages to assist implementation. (4.4)</p>		
				<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>

5	To carry out a global gap analysis at the Convention level and to assess resources appropriateness.	1	<ul style="list-style-type: none"> -To prioritize resources through improved cooperation and sharing of resources. - Identify where appropriate potential partnerships. - To work with Scientific Council. - Sharing best practice and lessons learnt. 	<p>Planning process to undertake global gap analysis assessments.</p> <p>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)</p>	Implementation of recommendations of gap analysis. (5.2)	Resource assessment. (5.3)
6	Coordinated strategic plans for the CMS Family.	1	<ul style="list-style-type: none"> - To coordinate the work of the CMS Family. - To encourage priority setting. - To share and maximize resources. - To identify potential synergies and links between programmes and projects. 	<p>Planning.</p> <p>Analysis and assessment of strategic plans. (6.1)</p>	Development. (6.2)	Implementation. (6.3)
7	Restructuring of Scientific Council to maximize expertise and knowledge capacity.	2 and 3	<ul style="list-style-type: none"> - Identify potential and relevant opportunities to maximize the expertise and knowledge of the Scientific Council to best support the CMS. - Identify any gaps in knowledge and/or expertise exists in the current membership of the Scientific Council. - Expand advice and knowledge sharing across the CMS Family. 	<p>Planning process.</p> <p>Assessment.</p> <p>Gap Analysis. (7.1)</p>	Implementing the review of CMS membership of Scientific Council based on species groupings or thematic issues. (7.2)	CMS wide Scientific Institution. (7.3)
8	Identify opportunities for cooperation and coordination at the local and regional level through the creation of synergies based on geography.	1 and 2	<ul style="list-style-type: none"> - To encourage resource efficiency. - 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. - Development of local and/or regional synergies with stakeholders. - Identify common or shared work programmes. - Aid capacity building, fundraising and implementation at the local level at the local level. 	Have a presence in each of the CMS administrative regions in conjunction with and where possible with assistance from UNEP, NGOs, MEAs and Parties. (8.2)	- Regionalize conservation efforts by having local coordinators with assistance from UNEP, NGOs, Parties and MEAs. (8.1)	MoUs/Agreements consider enhancing collaboration and cooperation via sharing i.e. office/personnel/resources (e.g. as per Abu Dhabi – To Dugongs and Birds of Prey). (8.3)
				Start developing relationships with local coordinators etc.		

9	Harmonization and interoperability of information management and reporting systems where appropriate and applicable for the CMS Family.	1 and 2	<ul style="list-style-type: none"> - Reduce duplication of reporting. - Analyze and compare data. - Access to data. - Improved coordination of collection, storage and management systems. - Reduce effort and time spent on collecting and reporting information across the CMS Family. 	<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 ongoing 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>
10	Strengthen the coordination and servicing of MoU.	1 and 2	<ul style="list-style-type: none"> - MoUs to receive coordinated service. - Sharing of resources, knowledge and expertise across MoUs. - Utilization of available resources. - Avoid duplication and promote consistency across MoUs. 	Extend staffing levels of CMS MoU Coordination unit. (10.1)	Extend staffing levels for all MoUs not currently represented. (10.2)	CMS core budget for species groups and the MoUs. (10.3)
11	Seek opportunities to coordinate meetings between institutions, working groups and across the CMS Family agreements.	1, 2 and 3	<ul style="list-style-type: none"> - Utilize and share resources. - Reduce time commitments required to attend meetings. - Increase attendance. - Improved sharing of knowledge and information. - Expansion of knowledge and information. - Develop synergistic relationships. 	Prioritizing and coordinating, meetings of Scientific Committee, technical groups, working groups etc. (Internal) (11.1)	Prioritizing and co-ordination of COP and MOPs. (Internal). (11.2)	Coordinate with international organizations common meetings relating to shared issues (e.g. IUCN) and common research conservation programs, species action plans and capacity building activities for on the ground conservation. (External) (11.3)
	Actions to prioritize the	1, 2	- Augment the growth of the CMS Family.	- Encourage more Range States to become Parties/Signatories to CMS and CMS Family. (12.2)		

12	growth of CMS and the CMS Family.	and 3	<ul style="list-style-type: none"> - Maximize resource efficiency. - Identify common threats shared across conservation programmes and relevant responses through the use of best practice. - Develop synergies. - Global coverage. - Focus development of new agreements. 	<ul style="list-style-type: none"> - Agreements and MoUs focused only on migratory species. (O.1 – where a policy) O.3 when Convention text is redefined. (12.1) - 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 will 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. (12.3) - Policy decision to establish new Agreements outside of the UNEP Family (i.e. ACAP). (12.6) 	<ul style="list-style-type: none"> -Extending the scope of existing Agreements/MoUs rather than developing new Agreements/MoUs (e.g. AEWA and elephants MoU). (12.4) - 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). (12.5) 	
13	Seek opportunities to expand and develop capacity building across the CMS Family.	2	<ul style="list-style-type: none"> - Expand and enhance capacity building to improve conservation efforts and implementation. 	Work with local and regional partners to develop capacity building. (13.1)		
			<ul style="list-style-type: none"> - To include centralized workshops by region or along common thematic interests, for example the development of national policy instruments, reporting practices and species monitoring. 		CMS provide centralized services relating to build capacity with the CMS Family including training and educational activities. (13.2)	
14	Seek opportunities to expand and enhance fundraising activities.	2	<ul style="list-style-type: none"> - Coordinate fundraising activities. - Develop synergies. - Identify funding opportunities. 	CMS coordinate fundraising activities work with partners and stakeholders to expand fundraising activities. (14.1)		
	Enhanced collaboration between CMS	2 and 3	<ul style="list-style-type: none"> - Seek opportunities to develop synergistic relationships either based on geography or species clustering. 	Cooperation and coordination between agreement programmes and projects based on species	Cooperation and coordination between agreement Secretariats, e.g. based on	Merge CMS Family agreements based on geography and/or ecology or

15	agreements (for Option 2) via Secretariats or (for Option 3) via merger of agreements based on either geography/ ecology or on species clusters.		<ul style="list-style-type: none"> - Maximize resources. - Encourage cooperation between agreements. - Development of common conservation programmes. - Consolidation of funding. 	clustering, thematic issues or geography. (15.1)	species clustering or on geography. (15.2)	species grouping. (15.3)
16	Monitoring of implementation.	1	<ul style="list-style-type: none"> - 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. - To improve implementation across the CMS Family. - Measure success. - Share best practice. 	<p>Undertake an assessment of MoUs and their viability and where applicable cease support. (Internal) (16.3)</p> <p>Utilization of systems of assessment and monitoring external to CMS (for example by UNEP-WCMC). (External) (16.1)</p>	<ul style="list-style-type: none"> - 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) 	

4.4. Annex 4: Phase III Option Implementation by Time Frame

The following tables are divided into the three timeframes (short-, medium- and long-term) for each option. Each table lists the sub-activities, which are expected to be implemented within a specified timeframe. The tables under Options 2 and 3 only list those sub-activities that are specific to those Options, therefore the activities and timeframes for Option 1 are also applicable for Options 2 and 3 and the activities and timeframes for Option 2 is applicable to Option 3.

Please note that short term = 1 COP (2014), medium term = 2 COPs (2017) and long term = 3 COPs (2020).

Option 1

OPTION 1: KEY REFORMS - SHORT-TERM BY COP 11 (2014)

Activity 1.1	CMS Secretariat to monitor current progress of international environmental governance.
Activity 2.1	<p>Closer collaboration with UNEP regional offices, where appropriate, to assist with capacity building and technological support by the CMS and its Family to achieve improved partnership working.</p> <p>Encourage more NGOs and private sector to become engaged in Agreements and MoUs to achieve improved partnership working.</p>
Activity 3.1	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. TEMATEA, UNEP-WCMC, IUCN, Wetland International) to enhance the delivery of CMS Family objectives. To enhance scientific research and information with the CMS and the CMS Family.
Activity 4.1	Produce CMS website in 3 languages in order to enhance communication and develop awareness of the CMS and the CMS Family.
Activity 5.1	<p>Planning process to undertake global gap analysis assessments.</p> <p>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.</p>
Activity 6.1	Planning, Analysis and assessment of strategic plans in order to develop coordinated strategic plans for the CMS Family.
Activity 9.1	<p>Utilization of existing data collection and management systems external to the CMS (for example by UNEP-WCMC).</p> <p>Harmonize information management system in order for the harmonization and interoperability of information management and reporting systems where appropriate and applicable for the CMS Family.</p>

Activity 10.1	Extend staffing levels of CMS MoU Coordination unit in order to strengthen the coordination and servicing of MoU.
Activity 11.1	Prioritizing and coordinating, meetings of COPs, MOPs, MOSSs, Advisory Committees (including ScC), working groups etc.
Activity 12.2	<p>Encourage more Range States to become Parties/Signatories to the CMS and CMS Family.</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 will 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).</p> <p>Agreements and MoUs focused only on migratory species. In order to prioritize the growth of the CMS and the CMS Family.</p>
Activity 16.1	Establishment of external assessment and monitoring of effectiveness (for example by UNEP-WCMC). (This would include harmonization of data collection, storage, management and analysis).
OPTION 1: KEY REFORMS - MEDIUM-TERM BY COP 12 (2017)	
Activity 1.2	Discussion of international environmental governance reforms at COPs and StC.
Activity 2.3	<p>Closer partnership working with partner organizations (including NGOs, local and indigenous communities) in neighboring Range States to assist in the coordination of conservation activities. (To include Government owned/controlled organizations).</p> <p>Coordinated work programmes and information sharing and to develop programmes and plans on how to deal with common threats that cross borders with neighboring states to achieve improved partnership working.</p>
Activity 4.2	Run awareness campaigns to ensure that the CMS is recognized by the public, academic institutions; inter organizations and others as the global leader in the protection of migratory species in order to enhance communication and develop awareness of the CMS and the CMS Family.
Activity 5.3	Implementation of recommendations from global gap analysis.
Activity 6.2	Development of coordinated strategic plans for the CMS Family.
Activity 8.1	Regionalize conservation efforts by having local outposts with assistance from UNEP, NGOs and MEAs to identify opportunities for cooperation and coordination at the local and regional level through the creation of synergies based on geography.
Activity 10.2	Extend staffing levels for all MoUs not currently represented in order to strengthen the coordination and servicing of MoU.
Activity 12.4	<p>Extending the scope of existing Agreements/MoUs rather than developing new Agreements/MoUs (e.g. AEWA and elephants MoU). In order to prioritize the growth of the CMS and the CMS Family.</p> <p>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;</p>

Activity 12.5	Implementation and effectiveness of MoUs to be reviewed at COP level; After set period of time the CMS Secretariat to report on MoU implementation).
Activity 16.2	Improve mechanisms to measure implementation of the CMS and its Family both from a Party and conservation perspective, quality of work, and identification of gaps and further to propose measures to close these gaps. Developing indicators for measuring action plans.
OPTION 1: KEY REFORMS - LONG-TERM BY COP 13 (2020)	
Activity 1.3	Implementation of international environmental governance within the CMS and the CMS Family.
Activity 4.3	The CMS to coordinate communication operations and strategies as centralized services across Agreements/MoU with 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 the CMS provides centralized awareness-raising on common/shared threats through publications and online resources, where this is practicable in order to enhance communication and develop awareness of the CMS and the CMS Family.
Activity 5.3	Assess resources appropriateness.
Activity 6.3	Implementation of coordinated strategic plans for the CMS Family.
Activity 16.3	Undertake an assessment of MoUs and their viability and where applicable cease support.

Option 2

OPTION 2: IMPROVE CONSERVATION WITHIN EXISTING STRUCTURES – SHORT-TERM COP 11 (2014)	
ALL OF OPTION 1'S 12 SHORT-TERM ACTIVITIES PLUS ACTIVITIES BELOW	
Activity 7.1	Planning process – Assessment and Gap Analysis in relation to the restructuring of Scientific Council to maximize expertise and knowledge capacity.
Activity 8.2	Have a presence in each of the CMS administrative regions in conjunction with and where possible with assistance from UNEP, NGOs, MEAs and Parties, in order to identify opportunities for cooperation and coordination at the local and regional level through the creation of synergies based on geography.
Activity 12.6	Policy decision to establish new Agreements outside of the UNEP family (i.e. ACAP). In order to prioritize the growth of the CMS and the CMS Family.
Activity 13.1	Work with local and regional partners to expand and develop capacity building across the CMS Family.
Activity 14.1	To expand and enhance fundraising activities the CMS coordinate fundraising activities and the development of consistent financial management systems, and work with partners and stakeholders to expand fundraising activities. ONGOING ACTIVITY
Activity 15.1	Enhanced collaboration between CMS agreements via projects and programmes based on either geography or on species clusters.
OPTION 2: IMPROVE CONSERVATION WITHIN EXISTING STRUCTURES – MEDIUM-TERM COP 12 (2017)	
ALL OF OPTION 1'S 9 MEDIUM TERM ACTIVITIES PLUS ACTIVITIES BELOW	
Activity 3.2	The 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, in order to enhance scientific research and information within the CMS and the CMS Family.
Activity 4.4	Parties/Signatories to translate guidance documents into local languages to assist implementation in to enhance communication and seek opportunities to develop awareness of the CMS and CMS Family.
Activity 7.2	Implementing the review of CMS membership of Scientific Council based on species groupings or thematic issues, in relation to the restructuring of Scientific Council to maximize expertise and knowledge capacity.
Activity 9.3	Development of information technology and centralized systems and procedures in relation to data storage and analysis, to achieve harmonization and interoperability of information management and reporting systems where appropriate and applicable for the CMS Family.
Activity 11.2	CMS to coordinate COP and MOPs in order to coordinate meetings between institutions across the CMS Family agreements.

Activity 13.2	CMS provide centralized services relating to build capacity with the CMS family including training and educational activities in order to expand and develop capacity building across the CMS Family.
Activity 14.1	To expand and enhance fundraising activities the CMS coordinate fundraising activities and the development of consistent financial management system and work with partners and stakeholders to expand fundraising activities. ONGOING ACTIVITY
Activity 15.2	Enhanced collaboration between CMS agreements via Secretariats based on either geography or on species clusters.
OPTION 2: IMPROVE CONSERVATION WITHIN EXISTING STRUCTURES – LONG-TERM COP 13 (2020)	
ALL OF OPTION 1'S 5 LONG TERM ACTIVITIES PLUS	
Activity 2.4	Develop regional hubs for MEA implementation to identify synergies and linkages between MEAs and avoid duplication in projects and activities. E.G. SPREP in order to improved partnership working.
Activity 3.3	Create a migratory species scientific data hub, which would facilitate the use of migratory species data as an indicator of climate change in order to enhance scientific research and information.
Activity 8.3	MoUs/Agreements consider enhancing collaboration and cooperation via sharing i.e. office/personnel/resources (e.g. as per Abu Dhabi – To Dugongs and Birds of Prey) for cooperation and coordination at the local and regional level through the creation of synergies based on geography.
Activity 9.4	Coordinate access to research data as a centralized service across CMS agreements.
Activity 9.5	CMS to centralize the development and management of mapping systems and shared management systems to achieve harmonization and interoperability of information management and reporting systems where appropriate and applicable for the CMS Family.
Activity 10.3	CMS core budget for species groups and the MoUs to strengthen the coordination and servicing of MoU.
Activity 11.3	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.
Activity 14.1	To expand and enhance fundraising activities the CMS coordinate fundraising activities and the development of consistent financial management systems and work with partners and stakeholders to expand fundraising activities. ONGOING ACTIVITY

Option 3

OPTION 3: IMPROVE CONSERVATION VIA ALTERATIONS TO EXISTING STRUCTURES – SHORT-TERM COP 11 (2014)	
ALL OF OPTION 1'S 12 SHORT-TERM ACTIVITIES AND ALL OF OPTION 2'S 6 SHORT-TERM ACTIVITIES PLUS	
Activity 12.7	Agreements and MoUs focused only on migratory species where Convention redefined) in order to prioritize the growth of the CMS and the CMS Family.
OPTION 3: IMPROVE CONSERVATION VIA ALTERATIONS TO EXISTING STRUCTURES – LONG TERM COP 13 (2020)	
ALL OF OPTION 1'S 5 LONG TERM ACTIVITIES AND ALL OF OPTION 2'S 7 LONG TERM ACTIVITIES PLUS	
Activity 7.3	CMS wide Scientific Institution in order to restructure Scientific Council to maximize expertise and knowledge capacity.
Activity 15.3	Merge CMS Family agreements based on geography and/or ecology or species grouping in order to enhance collaboration between CMS agreements via projects, programmes or Secretariats based on either geography or on species clusters.

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