



CONVENTION ON MIGRATORY SPECIES

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Quito, Ecuador, 4-9 November 2014

Agenda Item 16.1

FUTURE STRUCTURE AND STRATEGIES OF CMS: SHORT- AND MEDIUM-TERM ACTIVITIES UNDER RESOLUTION 10.9

Summary:

Resolution 10.9 provided a set of activities to guide the future organization and the strategic development of the CMS Family. The activities are divided into those for implementation in the short term (2012-2014); those in the medium term (2015-2017) and long term (2018-2020).

The implementation of this resolution contributes to the attainment of the provisions of many other resolutions.

This document reports on implementation of short-term activities (2012-2014) and indicates the Secretariat's plan for carrying out medium-term activities (2015-2017) (as at July 2014).

**FUTURE STRUCTURE AND STRATEGIES OF CMS:
SHORT- AND MEDIUM-TERM ACTIVITIES UNDER RESOLUTION 10.9**

(Prepared by the UNEP/CMS Secretariat)

Introduction

1. The 10th Meeting of the CMS Conference of the Parties (COP10) in Bergen, adopted a set of activities listed in CMS Resolution 10.9 based on options for the future organization and the strategic development of the CMS Family. The activities are divided into those for implementation in the short term (2012-2014); those in the medium term (2015-2017) and long term (2018-2020).

2. The Annex to this document provides a brief overview of the implementation of short-term activities as detailed progress reports were provided at the 40th and 41st Meetings of the CMS Standing Committee (StC40 in November 2012 and StC41 in 2013). Further details can also be found in other COP11 documents the reference of which is provided. The Annex also indicates the Secretariat's plan for carrying out medium-term activities (as at July 2014).

3. Given that many of the prioritized activities concern not only CMS but the entire CMS Family, the Secretariat has informed Parties and Signatories to those CMS instruments that have met since COP10 and invited them to take note of the provisions included in this and other Resolutions and to become involved with their implementation as appropriate. These instruments are: ACAP; AEWA; ASCOBANS; EUROBATS; and the Sharks, Great Bustard, Dugongs and Raptors MOUs.

4. Secretariats of Agreements had also been invited to report to StC41 (as well as to equivalent institutional bodies of CMS instruments) on their progress in the implementation of short-term activities detailed in the Annex. Where CMS provides the secretariat, implementation by those instruments is included in this document.

Financial Implications

5. The activities for implementation in 2012-2014 were to be carried out with means provided by the core budget (including staff time) and voluntary contributions. The Annex also indicates the source of funding for these activities while detailed information about the status of expenditures of the core budget resources and obtainment of external funds are included respectively in UNEP/CMS/COP11/Doc.14.1 and UNEP/CMS/COP11/Doc.14.4. The Annex also indicates the resources needed to undertake activities in 2015-2017 pending the decision of COP11 on budget proposals included in UNEP/CMS/COP11/Doc.14.2.

Action requested:

The Conference of the Parties is requested to:

- (a) Note the efforts made towards the implementation of the short-term 2012-2014 activities.
- (b) Provide any comments to guide the Secretariat further regarding the implementation of medium-term 2015-2017 activities.

NR.	ACTIVITY	DESCRIPTION
1	Alignment with international environmental governance reform.	<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.

SHORT TERM: BY 2014	ACTIVITY	PROGRESS ON IMPLEMENTATION	RESOURCES
	CMS Secretariat and Standing Committee to monitor and participate in IEG reform process. (1.1)	<p>The Secretariat took note of the changes arising from the IEG reform at Rio+20 and the strengthening and upgrading of UNEP. The “Future We Want” mandate opened the opportunity for CMS to promote the implementation of its activities through UNEP country and regional engagement. The CMS Executive Secretary is a member of the UNEP Strategic Team on the Sustainable Development Goals and Post-2015 Framework which will coordinate UNEP’s and the environment pillar’s input into the working group that develops the goals.</p> <p>The Secretariat took part in the UN Environment Assembly (UNEA) (23- 27 June 2014), the newly constituted UN high-level platform for decision making on the environment that is tasked to chart a new course in the way the international community addresses environmental sustainability challenges.</p>	Core budget: staff time
MEDIUM TERM: BY 2017	ACTIVITY	PLAN	RESOURCES
	Discussion of reforms at COPs and Standing Committee. (1.2)	The Secretariat will promote discussions on any relevant international environmental governance reforms at the meetings of its decisions-making bodies.	Staff time (pending decision of COP11 on budget proposals)

NR.	ACTIVITY	DESCRIPTION
2	Improved partnership working.	<ul style="list-style-type: none"> - To expand partnership opportunities. - To share best practice; knowledge and expertise. - To utilize common resources and local knowledge. - To coordinate conservation activities. - To identify potential synergies based on common or shared work programmes, geographies and interests.

	ACTIVITY	PROGRESS ON IMPLEMENTATION	RESOURCES
SHORT TERM: BY 2014	<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>The Secretariat strengthened its relationships with the UNEP Regional Offices either thanks to the UNEP Biodiversity MEA Focal Points and/or the CMS presence in the regions. UNEP Offices provided great assistance in many ways including through financial support to selected CMS activities and their active involvement in the work of MoUs relevant for their respective regions. Regional UNEP Biodiversity MEA Focal Points also supported the integration of CMS provisions into NBSAPs. See Doc 21.1.</p>	Core budget: staff time
	<p>Encourage more NGOs and private sector to become engaged in Agreements and MoUs. (2.2)</p>	<p>The Secretariat focused on strengthening existing collaboration as well as initiating strategic ones according to Res. 10.21, see Doc 21.1.</p> <p>The CMS Family contributed to Wild Migration's review of NGOs' involvement in CMS Agreements and MoUs. See Inf.15.</p>	
	ACTIVITY	PLAN	RESOURCES
MEDIUM TERM: BY 2017	<p>Closer working with partner organizations (including NGOs, indigenous and local communities and States) (2.3)</p>	<p>The Secretariat will continue collaborate with selected and key stakeholders in accordance with Res. 10.21.</p>	<p>Staff time (pending decision of COP11 on budget proposals)</p>

NR.	ACTIVITY	DESCRIPTION
3	Enhancing scientific research and information.	<ul style="list-style-type: none"> - Coordination of research requirements. - Sharing of research information and data. - Providing easy access to all members of CMS Family of existing and future research information. - Developing relevant research into common threats and issues.

	ACTIVITY	PROGRESS ON IMPLEMENTATION	RESOURCES
SHORT TERM: BY 2014	Explore opportunities to improve the synergies between the CMS science base with the development of IPBES, as well as collaborating with and learning lessons from existing data hubs (e.g. (utilization of existing systems such as TEMATEA, UNEP-WCMC, IUCN, Wetlands International) to enhance the delivery of CMS Family objectives. (External) (3.1)	The Secretariat, in consultation with the Scientific Council and Standing Committee, submitted six proposals for the IPBES Work Programme (PoW). Although none of these proposals was considered, significant efforts were made to ensure that the PoW thematic and global assessments included a focus on migratory species. The CMS and AEWA Secretariats cooperated with CAFF ¹ in the development of an Arctic Migratory Birds Index with the aim of utilizing existing data on population trends to show patterns of decline and regions, taxa and habitats at highest risk. The Secretariat was fully engaged in the MEA IKM Initiative ² and ensured that the CMS Family website is interoperable with the InforMEA Web-Portal , see Doc 19.1.	Core budget: staff time and a voluntary contribution from UNEP ROE for the Arctic Migratory Bird Index
	ACTIVITY	PLAN	RESOURCES
MEDIUM TERM: BY 2017	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 International Conventions – administered by CMS but open to all Inter community to use – used to raise profile of CMS (Internal). (3.2)	The Secretariat will continue coordinating research and policy development across the Family by leading on issues such as Flyways (Doc.23.1.1); Marine Debris (Doc.23.4.6); Renewable Energy (Doc.23.4.3); Ecological Networks (Doc.23.4.1). It is proposed to establish under the Scientific Council groups on issues such as marking techniques, demography and connectivity possibly including experts of bodies of the Family, see Inf.8.	Staff time and funds in core budget (pending decision of COP11 on budget proposals) and/or voluntary contributions

¹ Secretariat of the Conservation of Arctic Flora and Fauna (CAFF).

² The Multilateral Environmental Agreements and Information Knowledge Management (MEA IKM) Initiative.

NR.	ACTIVITY	DESCRIPTION
4	Enhance communication and seek opportunities to develop awareness of CMS Family.	<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 improvement of existing IT systems, for example existing website system. - Redesign of website to include targeting specific audience groups.

	ACTIVITY	PROGRESS ON IMPLEMENTATION	RESOURCES
SHORT TERM: BY 2014	<p>Produce CMS website in three languages. (4.1)</p> <p>Parties/Signatories to begin to translate guidance documents into local languages to assist implementation. (4.4)</p>	<p>The CMS Family website was released in March 2014. While the main language pages were made accessible at the date of the launch, additional text and documents were added as they became available See Doc 19.1.</p> <p>The Secretariat has encouraged stakeholders to translate key documents in CMS non-official languages. For instance, the Manual for National Focal Points and the draft Strategic Plan were translated into Russian by the German Society for International Cooperation (GIZ) with the financial support of the European Union in the framework of the FLERMONECA project.</p>	<p>CMS budget: staff time; funds in line 1203 for translations; line 2203 for the development of the website and voluntary contributions from Germany, Finland and CMS instruments.</p>
	ACTIVITY	PLAN	RESOURCES
MEDIUM TERM: BY 2017	<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. (4.2)</p> <p>CMS to coordinate communication operations and strategies as centralized services across the Family. Coordinate press/ media announcements and implementation of species campaigns and public events. Support the development and maintenance of CMS Family websites and CMS provide centralized awareness-raising on common threats through publications and online resources. (4.3)</p> <p>Parties/Signatories to begin to translate guidance documents into local languages to assist implementation. (4.4)</p>	<p>Following the decision of the 41st Standing Committee meeting, the Secretariat established a CMS/AEWA common Information, Communication and Outreach Team as a pilot initiative. An assessment of this pilot phase was provided while a full analysis of further sharing of common services of the CMS Family is submitted to COP. See Doc. 16.2. The Common Team is proposing to COP an intersessional process for the development of a Communication Strategy for the CMS Family. See Doc. 19.2</p> <p>The Secretariat will continue to encourage translation of documents in CMS non-official languages.</p>	<p>Staff time and funds in core budget (pending decision of COP11 on budget proposals) and/or voluntary contributions</p>

NR.	ACTIVITY	DESCRIPTION
5	To carry out a global gap analysis at the Convention level and to assess resources appropriateness.	<ul style="list-style-type: none"> - To prioritize resources through improved cooperation and sharing of resources. - To identify where appropriate potential partnerships. - To work with Scientific Council. - To share best practice and lessons learnt.

SHORT TERM: BY 2014	ACTIVITY	PROGRESS ON IMPLEMENTATION	RESOURCES
	<p>Global Gap and Resource Assessment, including:</p> <ol style="list-style-type: none"> 1. CMS Secretariat to coordinate a global gap analysis at Convention level: consider which issues are being addressed, which issues are not being addressed, if another organization is addressing these issues, scientific gap analysis and what research is required. (5.1) 2. Resource assessment of Convention (CMS Secretariat and MoUs). (5.3) 3. Undertake an assessment of MoUs and their viability. (16.3) 	<p>Attempts to raise funds to undertake some of the assessments were made. However, no resources were obtained.</p> <p>Considering the lack of prospects to raise funds for all three exercises, the Secretariat undertook assessments no. 1 and 3 in-house. See Docs 17.3 and 22.3 respectively. Assessment no. 2 could not be developed. The MoU assessment was disseminated to Parties for comments and a final version will be submitted COP. A draft of the Scientific Gap Analysis was submitted to the 18th meeting of the Scientific Council for comments and a revised version will be submitted to COP.</p>	Core budget: staff time
MEDIUM TERM: BY 2017	ACTIVITY	PLAN	RESOURCES
	Implementation of recommendations of gap analysis and resource assessment. (5.2)	The Secretariat will undertake assessment no. 2 if funding becomes available.	Staff time (pending decision of COP11 on budget proposals) and voluntary contribution (it is estimated that approximately €25,000 is needed)

NR.	ACTIVITY	DESCRIPTION
6	Coordinated strategic plans for the CMS Family.	<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.

SHORT TERM: BY 2014	ACTIVITY	PROGRESS ON IMPLEMENTATION	RESOURCES
	Planning. Analysis and assessment of strategic plans. (6.1) Development. (6.2)	In 2012, the Strategic Plan Working Group was established to draft a new Strategic Plan for Migratory Species 2015-2023, by COP11. The new Plan will provide the overarching framework for the entire CMS Family, which has been engaged in its preparation. Drafts of the Plan and information about the strategic plan process were circulated in two rounds of consultation publicly and directly to many of the parties and signatories of the CMS Family of instruments requesting their feedback and contributions. The Plan will be submitted to Family instruments' decision-making body meetings for their consideration, including the possible contribution of sub-targets in support of the Plan. Several CMS instruments attended as observers at the Working Group's two meetings. The final draft Plan will be submitted to COP11. See Doc. 15.2	Core budget: funds in line 3303 and voluntary contributions from UNEP/DELG; Germany, Switzerland and South Africa.
MEDIUM TERM: BY 2017	ACTIVITY	PLAN	RESOURCES
	Implementation. (6.3)	Operational details to support the implementation of the Strategic Plan for Migratory Species will be provided in a Companion Volume on Implementation which is proposed by the Working Group to be developed intersessionally after COP11. See Doc 15.2	Staff time and funds in core budget (pending decision of COP11 on budget proposals) and/or voluntary contributions

NR.	ACTIVITY	DESCRIPTION
7	Restructuring of Scientific Council to maximize expertise and knowledge capacity.	<ul style="list-style-type: none"> - To identify potential and relevant opportunities to maximize the expertise and knowledge of the Scientific Council to best support the CMS. - To identify any gaps in knowledge and/or expertise exists in the current membership of the Scientific Council. - To expand advice and knowledge sharing across the CMS Family.

SHORT TERM: BY 2014	ACTIVITY	PROGRESS ON IMPLEMENTATION	RESOURCES
	Planning process, assessment, Gap Analysis. (7.1)	The Secretariat, in consultation with the Chair of the Scientific Council, undertook an initial assessment which includes the survey of expertise of scientific councillors and a comparison of the structure and modus operandi of the scientific bodies of MEAs and CMS Family instruments. Elements of the assessment and options for the Restructuring of Scientific Council were presented for discussion at the Strategic and Planning Meeting of the Scientific Council that took place in Formia (Italy) the 9-11 October 2013. A draft paper on options for a new structure of the Scientific Council was sent to all Parties for consultation in April 2014, and reviewed by 18 th meeting of the Scientific Council. A revised draft of the paper and will be submitted COP. See Doc 17.1	Core budget: staff time and funds in line 2201 were used, partially for the Formia meeting
MEDIUM TERM: BY 2017	ACTIVITY	PLAN	RESOURCES
	<p>Implementing the review of CMS membership of Scientific Council based on species groupings or thematic issues if appropriate. (7.2)</p> <p>CMS-wide Scientific Institution if appropriate. (7.3)</p>	The new structure of the Scientific Council will be implemented depending on the decision of COP11 on the proposed scenarios.	Staff time and funds in core budget (pending decision of COP11 on budget proposals) and/or voluntary contributions

NR.	ACTIVITY	DESCRIPTION
8	Identify opportunities for cooperation and coordination at the local and regional level through the creation of synergies based on geography.	<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. - To develop local and/or regional synergies with stakeholders. - To identify common or shared work programmes. - To aid capacity building, fundraising and implementation at the local level at the local level.

SHORT TERM: BY 2014	ACTIVITY	PROGRESS ON IMPLEMENTATION	RESOURCES
	Regionalize conservation efforts by having local coordinators with assistance from UNEP, NGOs, Parties and MEAs, leading to greater presence in each of the regions if appropriate. (8.1 and 8.2).	<p>Arrangements for regional assistance from NGOs in support of the coordination and implementation of CMS MoUs were made.</p> <p>An arrangement with the Secretariat of the Pacific Regional Environment Programme (SPREP) was made to promote CMS work in the Pacific including assisting with recruitment of new CMS Parties and MoU signatories and supporting the implementation of MoUs and their action plans. The Secretariat strengthened its cooperation with the GIZ in Central Asia, which is providing assistance in the development of the Central Asian Mammals Initiative through the EU-funded FLERMONECA project, including organizing of meetings and provision of national officers in five Central Asian countries to support the implementation of CMS activities. See Doc 22.1</p>	Core budget: staff time and funds in line 1204. The EU via the GIZ has funded dedicated national officers in Central Asia, as well as provided funds for consultants and the organization of meetings to implement CMS activities. Voluntary contributions from Switzerland and Germany in support of the development of the Central Asian Mammal Initiative.
MEDIUM TERM: BY 2017	ACTIVITY	PLAN	RESOURCES
	MoUs/Agreements consider enhancing collaboration and cooperation via sharing i.e. office/personnel/resources (e.g. as per Abu Dhabi –Dugongs and Birds of Prey). (8.3)	Further collaboration and cooperation within the CMS Family is planned to be achieved pending the decision of COP11 on the proposed further sharing of common services and synergies of the CMS Family. See Doc. 16.2	Staff time (pending decision of COP11 on budget proposals)

NR.	ACTIVITY	DESCRIPTION
9	Harmonization and inter-operability of information management and reporting systems where appropriate and applicable for the CMS Family.	<ul style="list-style-type: none"> - To reduce duplication of reporting. - To analyze and compare data. - To access to data. - To improve coordination of collection, storage and management systems. - To reduce effort and time spent on collecting and reporting information across the CMS Family.

SHORT TERM: BY 2014	ACTIVITY	PROGRESS ON IMPLEMENTATION	RESOURCES
	<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 current work being undertaken by both AEWA and IOSEA. (9.2)</p>	<p>The CMS Family Online Reporting System (ORS), which was developed by UNEP-WCMC in close collaboration with and under the guidance of the AEWA Secretariat, was adopted by CMS, ASCOBANS and several MoUs.</p> <p>Also thanks to the efforts of the CMS and AEWA Secretariats, UNEP-WCMC received an EC grant to further develop the ORS and create separate reporting platforms for each of the biodiversity-related MEAs. In parallel, the CMS and AEWA Secretariats started a dialogue, in the context of the BLG, to explore the possibility of upgrading the ORS to accommodate the needs of other MEAs and create an associated analytical tool. Related fundraising efforts are therefore planned to be made jointly with other MEA Secretariats.</p>	<p>Core budget: staff time and line 1205.</p> <p>Part of the funds has been spent on a training session by WCMC on the use of the ORS and some will be used to make the necessary arrangements for the new reporting cycle to be completed for COP11 and for the analysis of National Reports.</p>
MEDIUM TERM: BY 2017	ACTIVITY	PLAN	RESOURCES
	<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>The CMS Family will pursue the ongoing efforts and the CMS and AEWA Secretariats will continue spearheading the dialogue initiated in the context of the IKM Initiative.</p>	<p>Staff time (pending decision of COP11 on budget proposals)</p>

NR.	ACTIVITY	DESCRIPTION
10	Strengthen the coordination and servicing of MoUs.	<ul style="list-style-type: none"> - MoUs to receive coordinated service. - To share resources, knowledge and expertise across MoUs. - To utilize available resources. - To avoid duplication and promote consistency across MoUs.

	ACTIVITY	PROGRESS ON IMPLEMENTATION	RESOURCES						
SHORT TERM: BY 2014	Ensure appropriate staffing levels of CMS MoU Coordination Unit. (10.1)	<p>Coordination and servicing of CMS instruments were supported by the following posts:</p> <ul style="list-style-type: none"> - German JPO servicing instruments in Central Asia since late 2010 – end 2014. - Finnish JPO working part time on African MoUs since mid-2011 - mid-2013. - German-funded post Sharks MoU and Gorilla Agreement, -mid-2011 – end 2014. <p>However, these arrangements were all temporary. The funds allocated in the core budget (line 1206) for this activity were used to hire an additional P2 officer to assist with the implementation of MoUs. This provided approximately 8 months of assistance (November 2013 – June 2014). See Doc 14.1.</p> <p>Additionally, in October 2013 the Secretariat underwent a restructuring which established three teams aimed at improving implementation support and servicing of CMS instruments grouped by aquatic, terrestrial and avian species.</p>	<p>Core budget: staff time and funds in line 1206 fully allocated to cover the costs of a part-time P-2 Officer.</p> <p>JPO from Germany (Central Asia); part of the time of JPO from Finland (Africa) and funding from Germany for P2 officer (Sharks and Gorillas).</p>						
MEDIUM TERM: BY 2017	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th data-bbox="212 1174 1050 1230">ACTIVITY</th> <th data-bbox="1050 1174 1656 1230">PLAN</th> <th data-bbox="1656 1174 1965 1230">RESOURCES</th> </tr> </thead> <tbody> <tr> <td data-bbox="212 1230 1050 1474">Ensure appropriate levels for all MoUs not currently represented. (10.2)</td> <td data-bbox="1050 1230 1656 1474">Increased staffing levels in the Secretariat could be achieved pending the decision of COP11 on budget proposals. The Secretariat will undertake to obtain additional contributions, both in-cash and in-kind, in support of MoU coordination and servicing, mainly through the Migratory Species Champion Programme.</td> <td data-bbox="1656 1230 1965 1474">Staff time and funds in core budget (pending decision of COP11 on budget proposals) and/or voluntary contributions</td> </tr> </tbody> </table>	ACTIVITY	PLAN	RESOURCES	Ensure appropriate levels for all MoUs not currently represented. (10.2)	Increased staffing levels in the Secretariat could be achieved pending the decision of COP11 on budget proposals. The Secretariat will undertake to obtain additional contributions, both in-cash and in-kind, in support of MoU coordination and servicing, mainly through the Migratory Species Champion Programme.	Staff time and funds in core budget (pending decision of COP11 on budget proposals) and/or voluntary contributions		
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NR.	ACTIVITY	DESCRIPTION
11	Seek opportunities to coordinate meetings between institutions, working groups and across the CMS Family agreements.	<ul style="list-style-type: none"> - To utilize and share resources. - To reduce time commitments required to attend meetings. - To increase attendance. - To improve sharing of knowledge and information. - To expand knowledge and information. - To develop synergistic relationships.

SHORT TERM: BY 2014	ACTIVITY	PROGRESS ON IMPLEMENTATION	RESOURCES
	<p>Prioritizing and coordinating, meetings of Scientific Committee, technical groups, working groups etc. (Internal) (11.1)</p>	<p>Several meetings were coordinated to achieve efficiencies in terms of funding; logistical preparations and participation including for instance the training sessions on the Manual for National Focal Points for Africa and the Africa regional consultation meeting on the CMS Strategic Plan (South Africa, September 2013) and the Stakeholder Meeting on the Conservation of Large Mammals in Central Asia and a COP11 Regional Preparatory and Negotiation Workshop for National Focal Points of central Asian Parties (Kyrgyzstan, 23-28 September 2014).</p>	<p>Core budget and voluntary contributions. See other sections and Doc 14.4</p>
MEDIUM TERM: BY 2017	ACTIVITY	PLAN	RESOURCES
	<p>Prioritizing and co-ordination of COP and MOPs. (Internal). (11.2)</p> <p>Coordinate with international organizations common meetings relating to shared issues (e.g. IUCN) and common research conservation programmes, species action plans and capacity building activities for on the ground conservation. (External) (11.3)</p>	<p>The Secretariat will continue explore opportunities to coordinate its meetings with meetings of CMS Family agreements and other organizations.</p>	<p>Staff time and funds in core budget (pending decision of COP11 on budget proposals) and/or voluntary contributions</p>

NR.	ACTIVITY	DESCRIPTION
12	Actions to prioritize the growth of CMS and the CMS Family.	<ul style="list-style-type: none"> - To augment the growth of the CMS Family. - To maximize resource efficiency. - To identify threats shared across conservation programmes and relevant responses through the use of best practice. - To develop synergies. - To increase global coverage. - To focus the development of new agreements.

SHORT TERM: BY 2014	ACTIVITY	PROGRESS ON IMPLEMENTATION	RESOURCES
	<p>Agreements and MoUs focused only on migratory species (12.1)</p> <p>Encourage more Range States to become Parties/Signatories to CMS and CMS Family. (12.2).</p> <p>Create criteria against which to assess proposed new potential agreements. These criteria to include scientific need, added value of CMS involvement, existing and potential synergies funding criteria and existence of a volunteer coordinator. It should include the consideration of whether the proposed agreement (i) would encourage participation and extend Parties (ii) is better served by other MEAs/initiatives. (Includes: improving identification of priority objectives; prioritize current activities; develop a policy where implementation monitoring must be a part of any future MoUs; develop and/or utilize indicators to monitor effectiveness of agreements; implementation and effectiveness of MoUs to be reviewed at COP level; after set period of time Secretariat to report on MoU implementation). (12.3 and 12.5)</p>	<p>CMS instruments focus on species listed on the Convention appendices.</p> <p>Recruitment was a key activity for the Secretariat and new countries acceded to the Convention as to various CMS instruments. See Doc 22.1</p> <p>An independent policy approach with regard to developing, resourcing and servicing CMS Agreements including criteria to evaluate their effectiveness, is presented to COP11 in Doc 22.2</p>	<p>Core budget: staff time and a voluntary contribution from Germany.</p>
MEDIUM TERM: BY 2017	ACTIVITY	PLAN	RESOURCES
	<p>Encourage more Range States to become Parties/Signatories to CMS and CMS Family. (12.2).</p> <p>Extending the scope of existing instruments rather than developing new ones (e.g. AEWa and Elephants MoU). (12.4)</p>	<p>The Secretariat will continue its ongoing efforts to recruit new Parties and Signatories.</p> <p>The Secretariat will pursue consultations with relevant both Member and Range States on the possibility to extend existing instruments.</p>	<p>Staff time (pending decision of COP11 on budget proposals)</p>

NR.	ACTIVITY	DESCRIPTION
13	Seek opportunities to expand and develop capacity building across the CMS Family.	<ul style="list-style-type: none"> - Expand and enhance capacity building to improve conservation efforts and implementation. - To include centralized workshops by region or along common thematic interests, for example the development of national policy instruments, reporting practices and species monitoring.

SHORT TERM: BY 2014	ACTIVITY	PROGRESS ON IMPLEMENTATION	RESOURCES
	<p>Work with local and regional partners to develop capacity building. (13.1)</p> <p>CMS to provide centralized services relating to build capacity with the CMS Family including training and educational activities. (13.2)</p>	<p>The Interim Secretariat to the Sharks MoU, collaborated with IFAW to prepare three workshops on capacity building regarding the conservation of sharks and the implementation of decisions under CITES, CMS, FAO and relevant RFMOs in the Arabian region. See Docs 22.1</p> <p>The CMS Secretariat, together with the AEWA Secretariat, led capacity efforts within the CMS Family. In the context of an EC-funded project, a manual to assist the CMS Family National Focal Points (NFPs) in their roles and responsibilities was developed. A complementary training session was held for African NFPs in South Africa. Similar training workshops are planned to be held for CMS Family NFPs in the Pacific and Caribbean regions with regional partners. An interactive e-community platform for NFPs is also being implemented as a part of the development of the CMS Family Website. See Doc 20.1</p>	<p>Voluntary contribution from EC.</p> <p>Core budget: staff time and funds in line 2202 for e-community and contribution from Finland. Contributions from Finland (part time JPO); from EC (ENRTP and ACP multi-year funding programmes).</p>
MEDIUM TERM: BY 2017	ACTIVITY	PLAN	RESOURCES
	<p>CMS to provide centralized services relating to build capacity with the CMS Family including training and educational activities. (13.2)</p>	<p>The Secretariat will continue its efforts to centralize services relating to build capacity with the CMS Family. See Doc. 20.2</p>	<p>Staff time (pending decision of COP11 on budget proposals) and voluntary contributions</p>

NR.	ACTIVITY	DESCRIPTION
14	Seek opportunities to expand and enhance fundraising activities.	<ul style="list-style-type: none"> - To coordinate fundraising activities. - To develop synergies. - To identify funding opportunities.

SHORT TERM: BY 2014	ACTIVITY	PROGRESS ON IMPLEMENTATION	RESOURCES
	CMS to coordinate fundraising activities work with partners and stakeholders to expand fundraising activities. (14.1)	The CMS Secretariat, in cooperation with AEWA, has developed a concept for the Migratory Species Champions Programme that intends to ensure sustainable and long-term voluntary funding income for activities that fall under the responsibility of the CMS Family Secretariats. The Programme is planned to be launched in summer 2014. See Doc 14.4	Core budget: staff time and funds in line 5020
MEDIUM TERM: BY 2017	ACTIVITY	PLAN	RESOURCES
	CMS to coordinate fundraising activities work with partners and stakeholders to expand fundraising activities. (14.1)	The CMS Secretariat, in coordination with the CMS Family Secretariats will use the Champion Programme's tools to expand and strengthen their fundraising activities.	Staff time (pending decision of COP11 on budget proposals)

NR.	ACTIVITY	DESCRIPTION
15	Enhanced collaboration between CMS agreements via Secretariats or via merger of agreements based on either geography/ ecology or on species clusters.	<ul style="list-style-type: none"> - To seek opportunities to develop synergistic relationships either based on geography or species clustering. - To maximize resources. - To encourage cooperation between agreements. - To develop common conservation programmes. - To consolidate funding.

	ACTIVITY	PROGRESS ON IMPLEMENTATION	RESOURCES
SHORT TERM: BY 2014	<p>Cooperation and coordination between agreement programmes and projects based on species clustering, thematic issues or geography as appropriate (15.1)</p> <p>If appropriate, cooperation and coordination between Agreement Secretariats e.g. based on species clustering or on geography. (15.2)</p>	<p>Great cooperation among CMS Family instruments has been achieved on a programmatic level on work related to thematic issues/threats for instance renewable energy as well as on cross-cutting issues i.e. fundraising; capacity building; awareness-raising.</p> <p>The request of Range States of the CMS Central Asian Flyway (CAF) to include the CAF under the African-Eurasian Migratory Waterbird Agreement (AEWA) promotes synergies between CMS instruments by strengthening existing agreements rather than developing new ones. The AEWA MOP in 2015 will decide if the Agreement will be extended to cover CAF.</p> <p>The development of the Central Asian Mammals Initiative, which aims at consolidating the various activities and mandates in the region in a joint regional conservation programme for migratory mammals. See Doc 23.3.1</p>	<p>Core budget: staff time and various voluntary contributions. See Doc 14.4</p>
	ACTIVITY	PLAN	RESOURCES
MEDIUM TERM: BY 2017	<p>If appropriate, cooperation and coordination between Agreement Secretariats e.g. based on species clustering or on geography. (15.2)</p> <p>Begin considering, if appropriate, merging agreements based on geography and/or ecology or species grouping. (15.3)</p>	<p>Further collaboration and cooperation within the CMS Family is planned to be achieved pending the decision of COP11 on the proposed further sharing of common services and synergies among the CMS Family. See Doc. 16.2.</p>	<p>Staff time (pending decision of COP11 on budget proposals)</p>

NR.	ACTIVITY	DESCRIPTION
16	Monitoring of implementation.	<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. - To measure success. - To share best practice.

SHORT TERM: BY 2014	ACTIVITY	PROGRESS ON IMPLEMENTATION	RESOURCES
	Utilization of systems of assessment and monitoring external to CMS (for example by UNEP-WCMC). (External) (16.1)	A monitoring and evaluation regime is being developed for the Migratory Species Strategic Plan under the guidance of the Strategic Plan Working Group and in consultation with the CMS Scientific Council. A central part of this regime is a suite of headline indicators, used to track progress towards the achievement of the goals and targets. See Doc 15.2	Core budget: staff time and see details in activity 6 above.
MEDIUM TERM: BY 2017	ACTIVITY	PLAN	RESOURCES
	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)	The development of the suite of indicators for the Migratory Species Strategic Plan 2015-2023 is proposed to continue intersessionally (during 2015-2017) in parallel with developing a Companion Volume on Implementation. See Doc 15.2.	Staff time and funds in core budget (pending decision of COP11 on budget proposals) and/or voluntary contributions