



Convention on the Conservation of Migratory Species of Wild Animals

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Performance Indicators for the Convention on Migratory Species (CMS) *(Submitted by the Performance Working Group)*

The Performance Working Group (PWG) was set up as a result of Resolution 6.4 adopted at COP6 (Cape Town, 1999). This Resolution, primarily concerned with the Convention's Strategic Plan, established an inter-sessional working group to identify a set of robust, measurable, practical, timely and appropriate performance indicators to evaluate the success of the Convention in achieving its aims. The PWG was chaired by Israel; the United Kingdom served as Vice-Chair. Other members of the Group were: Benin, Germany, the Netherlands and the Philippines. Australia, Belgium, Ghana, Nigeria, Switzerland and the EU expressed an interesting being informed of the Group's deliberations.

An interim report was presented to the CMS Standing Committee in Bonn (September 2000), where the work of the Group was endorsed. The CMS Scientific Council established a Working Group at its meeting in Edinburgh (May 2001) to consider its input. The December 2001 Standing Committee also received an update and endorsed the PWG's work.

The purpose of adopting a set of performance indicators is to establish how well the Convention is achieving its aims of conserving and managing migratory species as part of the world community's common natural heritage. These indicators should also be able to help the Secretariat demonstrate to the Parties that it is providing good value for money by conducting the Convention's business in a cost-effective way. All agents and organs of the Convention should be covered – the Convention as a whole, the Parties, the Secretariat (and UNEP as the organisation responsible for its administration), the Standing Committee and the Scientific Council. Any Performance Indicators developed should complement, and be integrated into, existing reporting procedures and designed to avoid, or at the very least, minimise any additional burdens on the Secretariat. It is certainly not the intention that resources should be diverted from direct conservation effort towards an administrative exercise.

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A broad set of measures could serve as an extremely useful and effective management and planning tool, identifying those tasks which the Convention does well (and where lessons of good practice could be spread), those areas where improvements could be made and informing decisions about where the Secretariat's finite resources should be deployed to best effect.

Indicators should be: **Focused** on the organisation's aims and objectives; **Appropriate** to, and useful for, the stakeholders who are likely to use it; **Balanced**, giving a picture of what the organisation is doing, covering all significant areas of work; **Robust** in order to withstand organisational changes and individuals leaving; **Integrated** into the organisation, being part of the business planning and management processes; and **Cost-effective**, balancing the benefits of the information against the costs. The qualities helpfully form the acronym "FABRIC".

The next stage is to set targets for the chosen indicators. The targets should be **Specific, Measurable, Achievable, Realistic** and **Time-limited** (that is "SMART"). Before setting targets against the indicators to measure the progress that the Convention wishes to achieve in the future, it is necessary to establish the current position and existing trends.

There are several players who contribute to the work of the Convention. They are the Convention collectively, the Parties, the Secretariat, the Standing Committee, the Scientific Council, UNEP, the Agreements, other Inter-governmental Organisations, NGOs and non-Parties. Some of them can have a significant influence on the success or otherwise of the Convention, yet are not answerable to the Convention. The performance indicators identified focus on those players over which the Convention has some control.

A number of key areas have been identified to ensure that the performance indicators reflect a broad range of activities undertaken by the Convention. These are Conservation & Research, Baseline Data, Organisation, Communication & Media, Administration, Organs of the Convention and National Implementation.

Conclusion

Attached is an annex containing a table listing the Performance Indicators identified under each of the categories of activity. The Conference is invited to consider the range of indicators proposed by the Working Group and establish if necessary a sessional Working Group to finalise the draft to be tabled for adoption. The Parties could be urged to take them into account when providing information to the Secretariat, especially in the context of their national implementation reports, and the Secretariat could be instructed to integrate the indicators into its own reporting procedures. The Secretariat could also be requested in conjunction with the Scientific Council to set performance targets as soon as baseline data has been established.

CMS Performance Indicators Working Group

1. Conservation & Research

Extending expertise in practical conservation and knowledge of the issues affecting migratory species and their management are essential areas of interest to the Convention. Finite resources must be deployed to best effect and the Convention's conservation. The research effort needs to target priority species in key geographic regions.

Action, Key Players, Performance Indicators and Targets

Other Comments

1.1 Conservation and Research Projects: Secretariat, Scientific Council

- a. The number and value of projects started, underway and completed
- to establish baseline upon which to set target
- b. The number and value of projects completed on time and to budget
- to establish baseline upon which to set target for maintaining/improving % of projects on time and to budget
- c. The number and value of projects abandoned uncompleted
- to establish baseline; lessons learned and to set target for reducing/eliminating
- d. The % take-up of resources allocated for projects
- to establish baseline upon which to set target for increasing/maintaining take-up of resources
- e. Taxonomic and geographical spread of the suite of projects
- to establish baseline to set targets for appropriate spread of resources in view of the representation of species on the Appendices, distribution of Parties and conservation priorities
- f. Taxonomic and geographical spread of CMS listed species covered by Agreements and MoUs
- to establish coverage of the species on Appendix II by CMS instruments

consistent with Strategic Plan Objective 1 “to promote the conservation of migratory species included in major animal groups listed in the CMS appendices”

See also the report of the Working Group on the Development of CMS Regional Agreements

Conservation & Research (continued)	
Action, Key Players, Performance Indicators and Targets	Other Comments
<p>1.2 Identification and assessment of threats and impediments: Secretariat, Scientific Council, Parties</p> <p>a. identify and assess the threat posed by habitat loss, habitat degradation. agricultural practices, development (inc man-made barriers), poaching, other human activities, bycatch, alien species, other disincentives and negative measures - to establish which are the most potent threats; to establish baselines and to gauge effectiveness of remedial conservation effort</p> <p>b. assess the sustainability of harvest yields - to establish baseline and gauge need to monitor/limit/prohibit taking</p> <p>c. rapid reaction capability - establishment of chains of communication to alert key people in the event of emergency (e.g. environmental disaster or outbreak of disease)</p>	<p>consistent with questions in the new reporting format (eg questions on obstacles, alien species and habitat restoration/protection in section II)</p> <p>see also “Baseline Data”</p>
<p>1.3 Elaboration of measures and programmes: Secretariat, Scientific Council, Parties</p> <p>a. measures for the conservation, restoration or recreation of habitats</p> <p>b. training programmes and capacity building to improve conservation and management of habitats and species</p> <p>c. training programmes and capacity building for assessment and monitoring activities</p> <p>d. a prioritised, targeted and comprehensive programme of conservation and research projects, periodically reviewed to ensure maximum contribution to the strategic aims of the Convention</p>	

2. Baseline Data

The essential purpose of the Convention is to improve the conservation status of the species listed on the Appendices and covered by the agreements and MoUs. To judge the success of the Convention's interventions and to help prioritise where the Convention should focus its efforts, certain baseline data is necessary upon which it will be possible to set quantitative targets for improvement.

Action, Key Players, Performance Indicators and Targets

Other Comments

Establish baseline data: Secretariat, Scientific Council, Parties

a. conservation status, population and trend for each species across its range
- baseline data required to set targets and measure progress

b. extent of each species' range and trends (ie whether stable, expanding or contracting)
- baseline data required to set targets and measure progress

c. number of listed species for which each country is a range state
- agreed baseline data necessary initial step

d. comparison of CMS appendices with Red Data Book information and with Appendices/Annexes of other instruments
- identification of possible cooperative actions; verify that discrepancies/dissimilarities are justified

build on existing range lists and other information requested in the Annex of new reporting format (eg population size, trends and distribution)

Analysis and synopsis of national reports have already been prepared by WCMC

see also Standing Committee, Conference and Scientific Council

3. Organisation

The Convention will be able to operate more effectively with an increased, wider and more active membership and with enhanced operational relationships with other MEAs and organisations active in environmental issues. There is a vicious circle whereby the Convention's task of recruiting Parties is difficult in areas where the Convention is less active (conversely, there is a virtuous circle in regions where the Convention can show its achievements and activities). The Convention would benefit from broadening its geographic and financial base. The Secretariat has taken the lead in forging links with a wide range of partners in search of synergies and common objectives.

Action, Key Players, Performance Indicators and Targets	Other Comments
<p>Recruitment: Secretariat, Parties</p> <p>a. Membership of the Convention - set target for growth and identify key regions and/or countries</p> <p>b. Number of Parties to Agreements and MoUs - promote Agreements/MoUs</p> <p>c. Number of MoCs/JWP with other MEAs/IGOs/INGOs - tangible gains for conservation or efficiency savings through collaboration, and avoidance of conflicting policies</p>	<p>Follow up German-led Working Group on regional agreements</p> <p>see also "Baseline Data" and comparison with Red Data Lists and other MEA appendices</p>

4. Communication & Media

As an international forum promoting cooperation between Parties across all continents, communication is a vital activity for the Convention. The competition for finite resources is intense, so it is important to heighten awareness of the importance of nature conservation in general and migratory species in particular among groups from decision makers to the general public. Best use should be made of all forms of communicating CMS's message both internally and externally.

Action, Key Players, Performance Indicators and Targets

Secretariat; Parties

a. Bulletin

– number of issues, number produced to deadline; time taken to distribute French and Spanish version after publication of English version

b. Website

– frequency of update, information contained, number of visits

c. Press releases

- frequency; uptake and press coverage secured; media contacts mailing list

d. Publications, lobbying and workshops:

- frequency, distribution/location, outcomes and follow up

Other Comments

See also under "Organisation"

5. Administration

The efficient functioning of the Secretariat is a prerequisite for the effectiveness of the Convention, and responsibility for the administration of the Secretariat rests with UNEP.

Action, Key Players, Performance Indicators and Targets

Other Comments

5.1 Staff issues: Secretariat; UNEP, Parties

- a. % of staff complement in post
 - snap shot/over past year
- b. staff turnover
 - % figures and comparison with other UNEP MEAs
- c. Appointment procedures
 - time taken to fill appointments (vacancy announcement to staff entering on duty)
- d. staff training
 - training days per year/per staff member and by discipline (languages, IT, finance)

5.2 Financial issues: Secretariat, UNEP, Parties

- a. % of subscriptions paid on time by party and by value
- b. % of subscriptions outstanding by party and by value
- c. additional funding levered (voluntary contributions/matching funding)

5.3 Administration: Secretariat

- a. Compilation, updating and dissemination/posting on web of key lists: focal points list; scientific councillors; range state lists; appendices
- b. preparation, translation and distribution of papers prior to meetings (quantity, quality and timeliness)

6. Organs of the Convention: Standing Committee, Conference, Scientific Council

For the Conference to reach decisions that reflect the views of the Parties, it is important for Parties to send delegations and that the delegations participate in the work of the Conference. Similarly for the Council to operate fully as the body providing technical advice and to ensure that Contracting Parties' national priorities are taken into account in the development of Convention policy, a high level of attendance is necessary. Attendance at Standing Committee should be less of a problem as members volunteer to serve.

Action, Key Players, Performance Indicators and Targets	Other Comments
<p>Parties, Scientific Council, Standing Committee</p> <p>a. attendance of Parties/Councillors/Standing Committee members at meetings - to measure how representative meetings are of the Convention as a whole</p> <p>b. areas of expertise represented on the Council - ensure all aspects of the Convention's work are adequately covered</p> <p>c. criteria for (de-)listing species on the Appendices to be developed – clear, robust and adhered to – including mechanisms for reviewing the conservation status of species</p> <p>d. monitor implementation of Scientific Council decisions - procedures to be developed to ensure SC decisions are followed up and implemented</p>	<p>structure of Standing Committee reviewed and revised at COP6</p> <p>[see also baseline data indicators]</p>

7. National Implementation

The Convention has an important role in facilitating communication and cooperation between the Parties. The Secretariat has modest resources at its disposal, and implementation of the Convention depends on the commitment of the Parties.

Action, Key Players, Performance Indicators and Targets	Other Comments
<p>Parties</p> <p>a. National legislation and national incentive measures to ensure proper protection for migratory species - implementation of CMS at national level</p> <p>b. Measures to protect migratory species are integrated into other areas of policy - national implementation adopts holistic approach</p> <p>c. Promotion of the Convention and related Agreements and the measures available through them - maximise profile and publicity for CMS among key groups (eg decision makers)</p> <p>d. Efforts to recruit new Parties to Convention and associated Agreements - increase geographic coverage and effectiveness of the Convention and its instruments</p>	<p>compatible with new reporting format section 1(a) – general information and with section VI of the new reporting format</p>