

ANNEX I: METHODOLOGY AND OUTCOMES (CONTINUED).

Each activity within the 4 options was scored between 0 and 5 and given a total final score taking into account the 6 key foci. A high score for impacts (a) legal effect, (b) financial cost, (c) institutional effect would result in a negative impact on the CMS Family, whilst a high score for impact on (d) conservation, (e) integration within the CMS Family and (f) synergies with external organisations would result in a positive impact on the CMS Family. As such, the Total Score for each Option is based on a calculation of $[(d) + (e) + (f)] - [(a) + (b) + (c)]$.

Below is the set out the criteria for scoring these activities:

Table 1: Activity Assessment

ACTIVITY	IMPACT						Total Score	Financial Strategy	Timescale
	Score each of the 4 impacts from 0 - 5								
	a. LEGAL EFFECT	b. FINANCIAL COST	c. INSTITUTIONAL	d. Conservation efforts	e. INTEGRATION	f. SYNERGIES	$(d+e+f) - (a+b+c)$	L, M, H	S, M, L
<i>Example</i>	<i>Example</i>	<i>Example</i>	<i>Example</i>	<i>Example</i>	<i>Example</i>	<i>Example</i>	<i>Example</i>	<i>Example</i>	<i>Example</i>
<i>Improve IT capacity and information management</i>	1	4	4	3	4	3	1	<i>H</i>	<i>M-L</i>

Step 2 - Definitions**I. Impact:**

All impacts to be scored between 0 and 5, outlined below are the scoring criteria for each identified impact.

A). Legal Effect:

0. = No alteration required to the text of the Convention, Mandates or subsidiary instruments or any policy changes.
1. = New policy decision required.

2. = New Mandate required.
3. = Standard alteration to Convention requiring 2/3 majority vote.
4. = Negotiation of new Agreement/MoU.
5. = Significant alteration required to the text of instruments requiring renegotiation.

B). Financial Cost:

0. = No financial impact on the finances of the CMS Family (€0).
1. = Minor financial impact on the finances of the CMS Family (€>0 < €20k).
2. = Small amount of additional funding required in order to fund the activity (€>20k <€100k).
3. = Medium amount of additional funding required in order to fund the activity (>€100K <€300K).
4. = Significant impact on the finances of the CMS Family and high level of funding required (>€300K <€500k).
5. = Major impact on the finances of the CMS Family requiring a substantial level of funding (>€500K).

C). Institutional:

0. = No impact on the level of activities and workload of the current CMS Secretariat staff.
1. = Minor impact on the level of activities and workload of the current CMS Secretariat but not requiring additional staff.
2. = Impact on the level of activities and workload of the current CMS Secretariat requiring minor increases to staffing levels.
3. = Impact on the level of activities and workload of the CMS Secretariat requiring additional staff but no increase in staffing levels.
4. = Significant impact on the level of activities and workload of the CMS Secretariat requiring significant changes to staffing levels and institutional structure.
5. = Major impact on the level of activities and workload of the CMS Secretariat requiring major revisions to institutional structure.

D). Conservation Effort – Impact on the ability of CMS Family’s ability to improve conservation status.

0. = No impact on conservation programmes.
1. = Minor impact on conservation programmes but having little impact on conservation efforts.
2. = Improved conservation programmes resulting in minor impact on conservation efforts.

3. = Improved conservation programmes resulting in improved impact on conservation efforts.
4. = Significant impact on conservation programmes resulting in substantial improvement in conservation efforts.
5. = Major impact on conservation programmes resulting in major improvements in conservation efforts.

E) Integration- Is limited to integration within the CMS Family in relation to the sharing of resources, scientific and technical capacity to improve effectiveness, efficiency and outcomes in relation to conservation activities.

0. = No impact on the level of integration achieved.
1. = Small amount of integration but having little impact on improving current effectiveness of the CMS Family.
2. = Improvements in cooperation and sharing of resources resulting in minor improvements in effectiveness of CMS Family.
3. = Improvements in cooperation and sharing of resources resulting in improvements in effectiveness of CMS Family.
4. = Significant impact on the level of integration achieved resulting in significant cooperation and sharing of resources resulting in substantial improvements in effectiveness.
5. = Major impact on the level of integration achieved resulting in major improvements in effectiveness and efficiencies of CMS Family.

4). Synergies – Is limited to cooperation and working relationships between the CMS and CMS Family with external organisations (MEAs, NGOs, Governments and private sector) to improve effectiveness, efficiency and outcomes in relation to conservation activities.

0. = No impact on level of synergies with external organisations.
1. = Small amount of synergies achieved with external organisations but with minor impact on the effectiveness of the CMS Family.
2. = Improvements on level of synergies with external organisations resulting in minor improvements in effectiveness of CMS Family outcomes.
3. = Improvements on level of synergies with external organisations resulting in improved efficiencies of CMS Family outcomes.
4. = Significant impact on synergies resulting in enhanced effectiveness, efficiencies and in achieving conservation objectives.
5. = Major impact on synergies resulting in major enhancements in effectiveness, efficiencies and in achieving conservation objectives.

II Financial Strategy

L - Low = €0 - < €100,000 (less than lowest assessed contribution - €147,000)

M - Medium = > €100,000 - < €500,000 (average voluntary contributions 2003-2009)

H - High = > €500,000

C – Initial financial outlay

B – Potential medium to long term savings

III Timescale

This relates to the timescale for implementing the activity.

Short (S) = < 2 years (between a COP)

Short-Medium(S/M) = >2 but <4 years (at least 1 COP)

Medium (M) = > 4 but < 7 years (at least 2 COP meetings)

Medium-Long (M/L) = > 7 but <10 years (at least 3 COP meetings)

Long (L) = > 10 years (more than 3 COP meetings)

ANNEX II: EXECUTIVE SUMMARY PHASE I REPORT - MAIN ADVANTAGES AND DISADVANTAGES OF THE CMS AND THE CMS FAMILY.

The main issues raised by the Phase I report included:

- staffing levels predominately of the CMS Secretariat and of some other Agreements with potential diseconomies of scale (operational);
- funding and coordination of MoUs (growth);
- reporting problems such as missing deadlines and lack of harmonized reporting systems (measuring);
- problems with data collection and harmonization (measuring);
- issues with monitoring implementation of agreements (measuring);

- a perceived need for more on the ground conservation work and wider reach of CMS and its Family and greater integration (integration, communication and synergies).

The table below provided a more detailed summary of these issues.

	Advantage	Disadvantage
Legal framework	Legally binding instruments have a secure financial foundation with their own core budgets (the exception being the Gorilla Agreement).	MOUs have no core budget to provide a secure financial foundation as they rely exclusively on voluntary contributions.
	The non-binding nature of an agreement may make it easier to attract Parties because it does not result in direct financial obligations and there is no need to go through complicated ratification procedures.	
Institutional structure	All instruments have some form of scientific input either through their own bodies or through the CMS Scientific Council.	Not all Agreements have a body dealing separately in management and scientific matters reducing their focus and the time they can spend on these very different matters.
		Some MOUs have no provisions for Parties to meet, therefore no decision-making body.
Staffing	The CMS and CMS Family team is extremely dedicated (a small team handles a great deal of work) and multifaceted.	CMS Secretariat has an increased workload due to the increase in the number of Parties (32) and subsidiary instruments (2 Agreements, 11 MOUs and 2 Action Plans) since 2002, while staffing numbers have not increased proportionately in that period.
		CMS has less staff than other MEAs when comparing the number of Parties and agreements they service: <ul style="list-style-type: none"> - CMS and CMS Family – 34 staff and 144 Parties/signatories, 18 agreements (including the recent MoU on sharks); - CBD - 91 staff with 190 Parties, 2 agreements; - CITES - 36 staff with 175 Parties,

		<p>1 agreement;</p> <ul style="list-style-type: none"> - WHC - 94 staff with 186 Parties, 1 agreement; - Ramsar Convention - 22 staff with 159 Parties, 1 agreement.
Finances	<p>Donations fund projects and Parties can decide how much and to which projects they will contribute, taking ownership and special care of that project.</p>	<p>Not having the certainty of a resource base does not allow for long or medium term planning and co-ordination of activities.</p>
		<p>A number of subsidiary agreements have reported that a lack of finances is impacting on the implementation of their work plans, e.g. the Gorilla Agreement has received no funding so far, the Siberian Crane MOU cannot finance monitoring of released birds, Bukhara Deer MOU cannot develop a network for protection areas, The African Elephant MOU requires an estimated US\$120,000 to operate for the next three years but has only received pledges of €30,000 for that period.</p>
	<p>Legally binding agreements have core funding which is allocated to operational, scientific and information management ensuring that CMS and its Agreements can plan, assist all the other agreements which depend on their services and seek donations for conservation activities.</p>	<p>MOUs are exclusively funded by donations which makes them very vulnerable as this funding is ad hoc in some instances and may not materialize.</p>
	<p>The budget is approved by unanimity of the Parties so there is absolute consensus on what is to be done with the core budget.</p>	<p>It is difficult to assess whether the agreement have been properly implemented as only tasks that will receive funding are approved.</p>
	<p>UNEP charges PSC on the budgets CMS and UNEP administered instruments and puts 97% back into CMS and its Family in the form of personnel and other resources.</p>	

		There is no clear fundraising policy or strategy across CMS and its Family although it depends heavily on donations for its activities.
Centralization	CMS, AEWA, EUROBATS, ASCOBANS and the Gorilla Agreement are housed in the same building in Bonn, and through formal and informal meetings are able to share experiences, ask questions, and further support each other by loaning staff at peak times of activity (MOPs etc). They also share the services of the AFMU.	
	All MOUs receive their Secretariat and most their Scientific support from the CMS Secretariat which allows sharing of expertise, experience in conservation, consistency of services, delivery of a strong central policy and understanding what the MOUs require.	This puts further pressure on already stretched resources.
	It is easier to co-ordinate and carry out training and capacity building in a centralised context.	
Regionalisation	The operation of a viable CMS/IOSEA office in Bangkok for six years demonstrates that CMS can function effectively away from headquarters.	IOSEA's success may be in part due to the support it received from UNEP where it is housed. There is little experience of the how the Abu Dhabi office function as it has just opened.
	May assist in the development of capacity within developing countries.	There may be issues with capacity building particularly in the newer agreement areas.
	Regional Project Offices would provide more focus on specific regional issues and would be based in areas with the greatest abundance of biodiversity.	However, transboundary cooperation in some regions may very difficult depending on the political situation within and between States, it can take years to develop and requires close and ongoing facilitation and coordination at all levels. For

		example in West Africa, the West African Elephant MOU recognises that harmonization of legislation across countries is necessary to ensure effective law enforcement and control of the ivory trade.
	ACAP, ACCOBAMS and Wadden Sea operate independently from UNEP and all three are well supported by Party funding.	
Species grouping	The merger of ASCOBANS and CMS Secretariats provided for a new post to be created in CMS: 75% of the marine mammal officer's time is dedicated to ASCOBANS and 25% of time dedicated to other CMS marine mammal work, thereby sharing resources and valuable experience across other Agreements. The officer also serves as the Joint Secretariat Focal Point for ACCOBAMS. The Officer also deals with , the CMS Pacific Islands Cetaceans MOU and is responsible for coordinating the WATCH (Western African Talks on Cetaceans and their Habitats) now in force as the MOU on Western African Aquatic Mammals (WAAM).	Higher than expected time consumption of the staff. Need for a comprehensive estimate of duties and time allocation, without this time commitments are exceeded.
	Species grouping allows limited resources to be shared across species groups and thus is a more effective use of resources.	The scientific expertise required even for the same taxa may be different.
Scientific capacity	There is flexibility within the system to invite scientific experts onto the Scientific Council, including allowing outside experts to contribute which adds to CMS's political independence and science base.	
	Most of the subsidiaries agreements have received supplementary scientific support from external bodies, primarily pre-existing expert and advisory groups, or through specialist NGOs. Examples of include the Great Bustard and Aquatic Warbler MOUs, in which technical support is provided by Birdlife International, while the Bukhara Deer	A number of the MOU have no scientific capacity and are dependent on the CMS Scientific Council for expertise. Even those Agreements with Scientific support have stated that further funding is required to implement work programmes and support Working Groups.

	MOU harnesses the expertise of the WWF Central Asia programme.	
	The creation of the Biodiversity Liaison Group provides to explore opportunities for synergistic activities and increased coordination, and to exchange information across all biodiversity-related MEAs.	
		In some range states 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.
Reporting	A number of instruments have provided a mandate for carrying out work on harmonization of reporting (CMS, AEWA).	Across the CMS Family and across biodiversity-related Conventions in general there is no coordination of reporting periods and this in turn increases the burden on States due to multiple reporting requirements. Another concern is that the formats often change after each Meeting.
	Some instruments have introduced guidelines or explanatory notes to improve the quality of information (CMS and IOSEA).	Reporting deadlines are often missed by numerous Parties; whilst some Parties may report at a later date, there is also often a high percentage of non-compliance. This may be in part due to the increased reporting burden on a number of Parties.
	IOSEA On-line Reporting Facility (ORF) recognised as most advantageous.	
		Questions are sometimes duplicated across agreements as a consequence this can lead to duplication of work. Where each agreement has identified

		a different national focal point this problem is compounded where national focal points do not communicate to one another.
		An additional problem that has been identified is that it is difficult for the Secretariat to consolidate individual reports into a single report that summarises the collective position of all Parties.
Technical data	The IOSEA Marine Turtle Interactive Mapping System (developed by UNEP-WCMC and IOSEA Secretariat) is designed to facilitate the integration of public-domain field data.	
	A Memorandum of Cooperation between CMS and the GBIF was signed in October 2008 to work together to develop and share biodiversity data on migratory species. Integrated programmes are being developed by all MEAs to resolve the current existing data problems in recognition that the harmonization of information management and reporting can lead to a more integrated process, reduction of duplication and greater sharing of information.	For scientific data to be effective, population estimates need to be collected in similar ways across the CMS Family and other MEAs to ensure that comparisons are compatible.
	The BirdLife Global Procellariiform Tracking Database, which exists due to the collaboration of scientists worldwide, facilitates the analysis of the global distribution of ACAP species.	ACAP has advised that data gaps exist in our knowledge of the foraging range of some species during different stages of their life cycle. ACAP is also in the process of negotiating MoU with relevant fisheries management organizations to obtain relevant data on seabird bycatch. Confidentiality clauses may restrict access/distribution of data amongst CMS affiliates.
		General data problem is the lack of baseline data on distribution, abundance, stock identity and

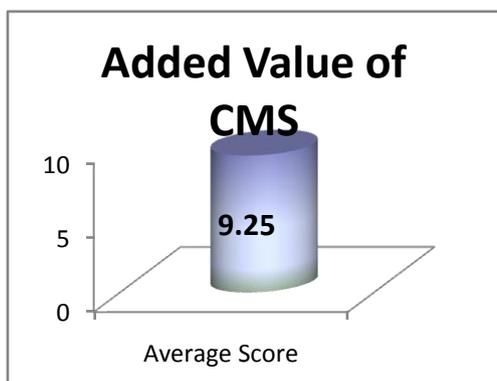
		<p>population structure (e.g. ACCOBAMS). Addressing population threats is also hampered by gaps in basic species knowledge, as well as lack of monitoring or assessment in some CMS regions.</p>
Synergies	<p>You gain resources, gain expertise, gain networks, gain supporters, capacity, where the partner is already well established you come into an area and hit the ground running; eg. Siberian Crane MoU is coordinated by International Crane Foundation and projects are supported by GEF; BLI and RSPB support the Aquatic Warbler MoU.</p>	<p>Risk that you may stray off your mandate or legal framework or not have capacity to support the relationship.</p>
		<p>Funding is not always available to maintain partnerships e.g. after 3 years the AfSGF (funded by Defra, European Commission, WWF, US Fish and wildlife service amongst others) no longer coordinates nor provides technical support to the West African Elephant MoU due to lack of resources.</p>
	<p>Joint representation of multi Agreements at meetings and the development of collaboration with other Intergovernmental and Non-governmental organizations.</p>	<p>The right expertise is required in order for joint representation to be successful as otherwise it may diminish the confidence of other organizations in the level of 'expertise' of the representative.</p>
Activity rate	<p>Rate of expansion in terms of Parties and in number of Agreements and MOUs indicates an increased awareness of the need to protect biodiversity and the important role played in national ecosystems by migratory species.</p>	<p>Rapid growth without consolidation can mean that limited resources are further stretched risking patchy implementation of all, newer and older, agreements.</p>
		<p>Key Range States still not a Party to the CMS, in particular USA, Canada and China.</p>

ANNEX III: SUMMARY OF THE KEY ISSUES RAISED IN PHASE II QUESTIONNAIRES AND RESPONSES FROM PARTIES, ORGANIZATIONS AND MEAS.

Annex 1 of Questionnaire

The following analysis is based on 27 responses from States either a Party/Signatory to CMS or an Agreement or a MoU.

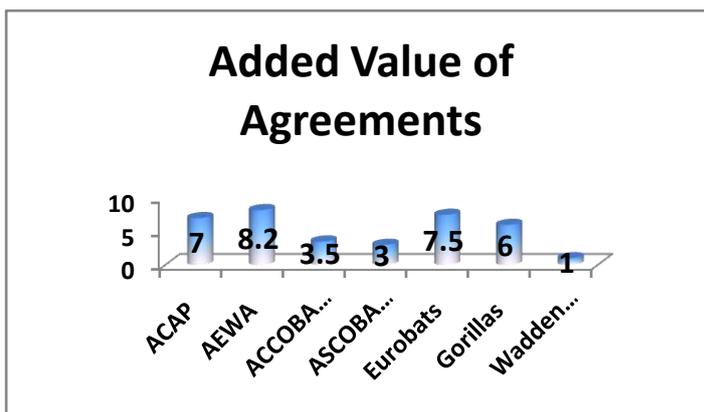
Question 1: Added Value of CMS



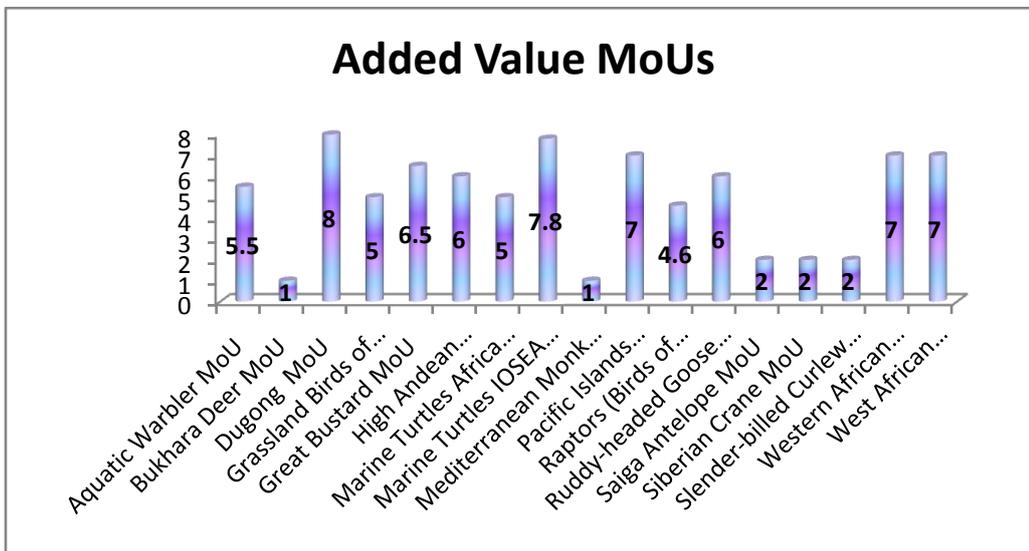
As stated in Phase II questionnaires added value measured as:

- 1 'no added value'; and
- 10 'essential'.

Question 2: Added Value of Agreements



Question 3: Added Value of MoUs



Question 6: Effectiveness of Instruments in delivering conservation

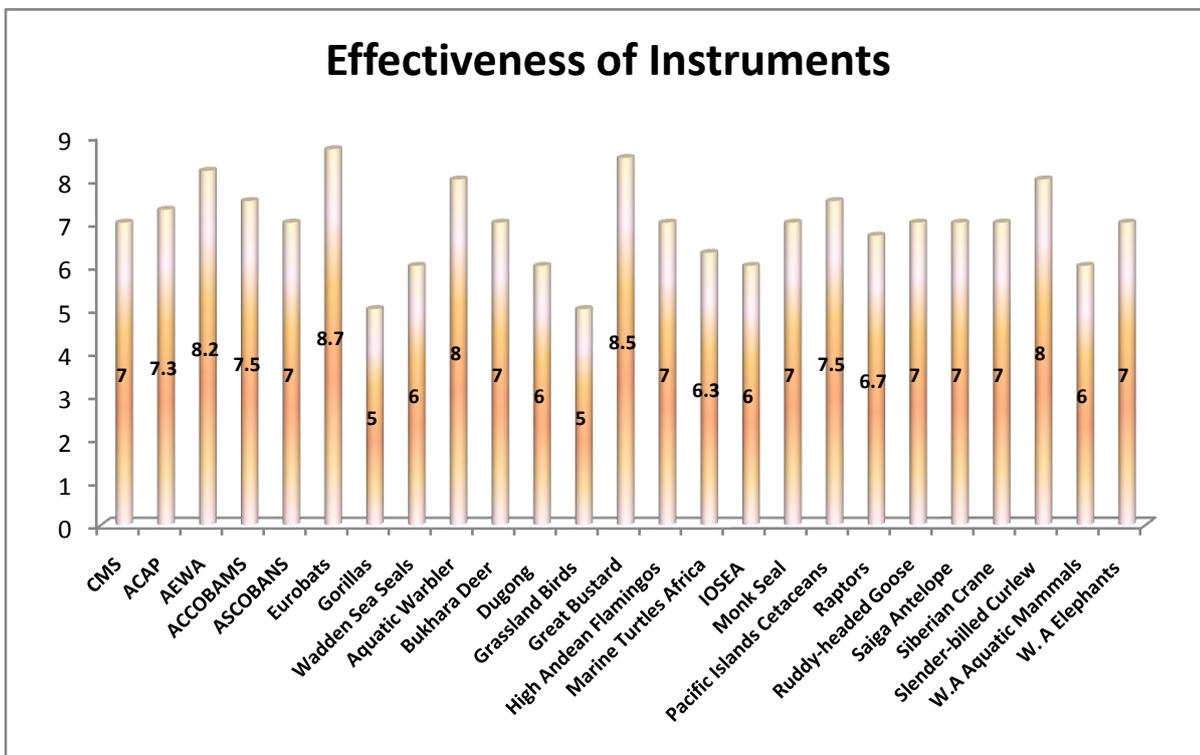


TABLE 1: SUMMARY OF KEY AREAS OF CONCERN

Area of Concern	Comment
Information Deficiencies	There are major deficiencies in information regarding species range, biological status and life history.
Human and Financial Resources	Human and financial resources are insufficient for a number of the African States who responded. Not enough financial capacities to carry its activities (depend on limited voluntary contributions as well as donations which are dedicated to certain projects).
Prioritization	Prioritisation is essential as resources are scarce (both human and financial) in most countries.

<p>Monitoring</p>	<p>A proper monitoring and evaluation of the effectiveness should have been undertaken before any new programmes or agreements were developed before MoUs implemented.</p> <p>A proper monitoring and evaluation of the effectiveness should have been undertaken before any new programmes or agreements were developed before MoUs implemented.</p>
<p>Harmonization of Reporting</p>	<p>It is very complicated, elaborate and it is difficult to fill up the proposed information. It should be simplified.</p> <p>A country report requires substantial research and effort, with capacity not always available.</p> <p>Reporting form is so long and so in-depth that we put off completing it because it is so cumbersome.</p> <p>Care should be taken that the desire to reduce reporting burdens does not remove the potential to understand the effectiveness of agreement implementation. If the priority is to focus on more effective delivery of conservation actions, then it may be that reporting on the success or otherwise of those actions is an inevitable ‘overhead’ and should be seen as an essential component of the conservation delivery ‘cycle’.</p> <p>Limited, because of the great range of technical capacities within various CMS member countries</p>
<p>Regionalization</p>	<p>The lack of Regional office and sub Regional Offices contributed much to the lack of regional synergy,</p>
<p>Core Financial Contributions</p>	<p>Many conservation activities are funded by voluntary contributions as the majority of voluntary donations are tied to particular activities which can lead to an imbalance in implementation of priority conservation activities</p>

TABLE 2: HIGHLIGHTED RESPONSES TO QUESTIONNAIRES

Question	Advantage	Disadvantage	Example
1. Added Value of CMS	<ul style="list-style-type: none"> • Cooperation and information sharing. • Beneficial to be able to use an already established, well-recognised mechanism to promote conservation of migratory species within a region. • CMS provides its Signatories with practical instruments to achieve its targets. • Forming responsibilities and relations between scientific body and governing body, thus forming also relations between the role of biological science and the role of conservation actions. 	<ul style="list-style-type: none"> • There are not a lot of instruments dealing with fauna. 	<ul style="list-style-type: none"> • The CMS creates a possibility to establish special conservation measures for a single migratory species or for a group of them which is particularly valuable (Poland). • CMS is more effective than some mechanisms in the region because it has species-specific conservation instruments dealing with both regional and national levels. Its conservation and management plans are applicable (Saudi Arabia).
2. Added Value of Agreements	<ul style="list-style-type: none"> • They provide an agreed framework to engage with relevant members on issues of shared regional interest. • Provide opportunities for significant international cooperation and collaboration between range states and the identification of measures aimed at managing threats which are of an international nature. 		<ul style="list-style-type: none"> • They can bring together scientists and administrators to inform and coordinate the approach by Parties to migratory species management, including exchange of best practice (UK).
3. Added Value of MoUs	<ul style="list-style-type: none"> • Providing a framework within which countries with shared populations of these species (e.g. turtles) can communicate and work collaboratively to conserve them across their full range. 	<ul style="list-style-type: none"> • There are major deficiencies in information regarding species range, biological status and life history. 	<ul style="list-style-type: none"> • The ratification of the various agreements requires preparatory work to persuade decision makers and no action is taken for the ratification of these agreements at the highest level (Togo).
Q. 4 Resources	<ul style="list-style-type: none"> • Some identified sufficient resources for MoUs/Agreements but not for CMS. 	<ul style="list-style-type: none"> • Economic challenges 	<ul style="list-style-type: none"> • The responsibility for funding any secretariats to support new

	<ul style="list-style-type: none"> Developed countries responding state they have sufficient resources. 	<ul style="list-style-type: none"> Human and financial resources are insufficient for a number of the African States who responded. Reporting is always time consuming and limited human capacity is further bound. 	<p>instruments should fall to those parties that are signatories to the instrument (Australia).</p> <ul style="list-style-type: none"> Requires more technical support in the form of training and research to generate and build on relevant data to improve on our participation and implementation of the tenets of CMS, agreements and MoUs (Ghana).
Q.5 Successes & Failures	<p>Encouragement for non-parties to the CMS to be signatories to any daughter Agreements/MoUs.</p> <p>CMS Team is dedicated, handling a great deal of work; co-location of some agreements secretariats with CMS secretariat is cost effective and allow experience sharing.</p> <p>CMS has raised awareness of the value and importance of migratory species and establishing programmes of work, enabling some delivery of improved conservation action in countries/regions where it was previously limited.</p>	<p>Little funding for projects submitted by States for a better implementation of agreements and MoUs.</p> <p>Experts are remote from the field.</p> <p>The lack of Regional office and sub Regional Offices contributed much to the lack of regional synergy, with a certain relative inefficiency of the communication and Information system between the States.</p> <p>There has been no mechanism established for temporary suspension of the instruments due to shortages in resources for their implementation.</p> <p>Not enough financial capacities to carry its activities (depend on limited voluntary contributions as well as donations which are dedicated to certain projects).</p>	<p>The expansion of Agreements and MoUs over recent years could have taken greater consideration of how to make better use of other international conservation instruments in delivering desired conservation outcomes. For example, more consideration could have been given to ways to improve the effectiveness of GRASP before establishing the Gorilla Agreement (UK).</p>
Q.6 Effectiveness of Conservation Measures	<p>Determining the priorities for conservation through identification of sites and habitats important for migratory species, covered by both agreements.</p>		<p>The implementation of the action plan for marine turtle conservation since its development the major part of the activities have not been implemented</p>

	The Action plan and well focused MoP resolutions were useful for anchoring conservation needs in the national legal framework (AEWA).		due to a lack of resources (Senegal).
Q.7 Strategic Focus	<p>The establishment of new programmes of work, or new instruments should only be undertaken if an identified need has been established, and financial support is evident from relevant parties.</p> <p>Maintain the current list of activities, but focussing on a short-list of priority objectives.</p> <p>Try to rationalize the number of MoUs through combining them.</p>	<p>Prioritisation is essential as resources are scarce (both human and financial) in most countries.</p> <p>A proper monitoring and evaluation of the effectiveness should have been undertaken before any new programmes or agreements were developed before MoUs implemented.</p> <p>Certain activities may need to be halted or not pursued where there are insufficient resources.</p> <p>There should be a moratorium on new programmes and instruments.</p>	<p>Bird activities or marine projects would for example gather under one umbrella. Several services (scientific advice), programmes (fundraising, PR, website), partnerships and cooperation with other organisations, management could be dealt with in one hand. Meetings can be merged (Germany).</p>
Q.8 Developing Synergies	<p>Developing synergies within CMS between its existing agreements and MoUs would maximise the conservation outcomes for target species and their habitats.</p> <p>Cooperation on the conservation of a certain species or species group always improves cooperation in other fields or other taxa, as well</p> <p>Regional synergies are very important as many of the species breed in a country and feed in another country such as marine turtles breed in Saudi Arabia and feed in the territorial waters of Egypt and Eriteria.</p>		<p>The Secretariat may be in a position to start a formal process of establishing links, between the turtle, dugong and cetacean MOUs. If planned well, this action could require the investment of only limited resources from the Secretariat to deliver a significant additional benefit to those three MOUs (Australia).</p> <p>Germany is in favour of the “multi-species-approach” and would like to cluster the Agreements and MOUs in a maximum of four species categories (Germany).</p>
Q.9 Full Secretariat services	Efficiencies gained through sharing already established administrative services and office	May be globally remote from where the main parties/issues are in relation to	The CMS secretariat providing full secretariat services for its MoU’s will

<p>by CMS</p>	<p>space.</p> <p>Cost effective</p> <p>Concentration of skills, material, technical equipment.</p> <p>Less duplication of work.</p>	<p>particular MOUs.</p> <p>Dilution of focus on particular MOUs where the allocated staff may be expected to cover more than one MOU.</p> <p>The convention secretariat has insufficient resources (personnel, finance and logistics) to sustain such relationship; problem of monitoring and implementation of activities.</p>	<p>have many advantages, such as providing a one stop shop for all services, enquiries and coordination of actions and events (South Africa).</p>
<p>Q.10 Co-locating Secretariat</p>	<p>Ease of meetings.</p> <p>Better sharing of resources.</p> <p>Shared skills and knowledge.</p> <p>Shared technical equipment.</p> <p>Improved information flow.</p> <p>Identifying and addressing gaps and weaknesses rather than developing new agreements as solution to problems and gaps identified in MoUs and agreements.</p>	<p>The remoteness of the action.</p> <p>Expensive.</p> <p>Perception of balance of opportunities and benefits related to the participation of countries from different world regions.</p> <p>Threat of concentrating of all matters in one place and on one continent.</p>	
<p>Q.11 Restructuring – migratory groups</p>	<p>Shared scientific services, knowledge, data, monitoring schemes.</p> <p>Allows to a certain extent to develop common</p> <ul style="list-style-type: none"> ⇒ conservation programmes, measures ⇒ fundraising ⇒ awareness raising ⇒ educational work (Germany) 	<p>The potential loss of a separate identity and organisational/professional profile and ‘prestige’ could represent significant structural barriers within each individual MOU to such a change.</p> <p>Loss of the single species focus</p> <p>Need to harmonise existing instruments</p> <p>Heterogeneous terrestrial cluster.</p>	<p>Geographically/ecologically similar migratory species groups would encourage economies of scale derived from joint programs of work (with corresponding impact on Secretariat positions) as well as establishing a mechanism to bring awareness of issues of common concern to species groups, such as the impact of fisheries interactions, marine debris, noise pollution, climate change and shipstrikes on marine species (Australia).</p>

	<p>Better planning of specific conservation actions.</p> <p>A restructuring of the instruments into the main migratory species groups could enable a focus on the common threats and responses and ensure that best practice methods are applied.</p>	<p>Dilution of effectiveness.</p> <p>Be larger geographic areas for each agreement, leading again in more general conservation actions.</p> <p>Merging too many agreements could make the bodies too large and cumbersome, saving money at the expense of efficiency.</p>	
Q.12 Regional Clustering	<p>Could contribute positive conservation actions for these species (Cote D'Ivoire).</p> <p>Comprehensive approach to species conservation in a whole region, instead of looking only at flag species (EC).</p> <p>Easy access to local entities (Germany).</p> <p>The clustering the Agreements and MOUs in a region means that administrative resources can be shared, and synergies developed across species groups (South Africa).</p>	<p>Historically, regionalisation has been identified as a costly option for the CMS (Australia).</p> <p>Not appropriate to species that range across the globe or overlap some regions (EC).</p> <p>International aspect gets lost in particular for Agreements with a very broad geographical coverage (e.g. AEW, SHARKS) (Germany).</p> <p>Risk of the disintegration of CMS (Germany).</p> <p>Cost intensive (Germany).</p> <p>Many administration units (Germany).</p> <p>There might also be political reluctance among some range states if regional clusters are located elsewhere (South Africa).</p> <p>Risk of inconsistent scientific advice and decision-making across regions if communications between the instruments were not effectively managed (UK).</p>	
Q.15 Core Financial	<p>Must simply ensure that the contributions of the Parties are duly paid and that CMS increase its</p>	<p>Many conservation activities are funded by voluntary contributions as the majority of</p>	

Contributions	efforts in seeking voluntary contributions (Cote D'Ivoire).	voluntary donations are tied to particular activities which can lead to an imbalance in implementation of priority conservation activities (Australia). The contribution of the parties is insufficient to meet the operation of CMS. Many states do not honour their commitment (Togo).	
Q.16 Overheads & Voluntary Contributions	The financial contribution to UNEP stays flexible and stays in relation to voluntary and core financial contributions to CMS – it never exceeds 13% (Germany), CMS has a high profile in the international scene thanks to UNEP and it also facilitates international travel for employees (Hungary) The availability of resources to finance the organization structure of the CMS (Togo).	13% overhead charges on voluntary contributions could be a barrier to many Signatories to fund for a project (Germany). Low rate of contributions of the parties (Togo). It can also be seen as transferring decision making on resource allocation from Parties to UNEP and risks Parties feeling they have less ownership over the delivery of the instruments' objectives (UK)	
Q.17 Reporting	Limited IT infrastructure and technical capacity to support an online reporting process (Australia). It should simplify the framework of the report imposed on the parties (Togo). More could be done to identify outcome-oriented indicators which show progress in implementing the Convention and its agreements. These should fit into the structure of biodiversity indicators being used by countries under the CBD, but have a more migratory focus. (UK)	It is very complicated, elaborate and it is difficult to fill up the proposed information. It should be simplified (India). A country report requires substantial research and effort, with capacity not always available (South Africa). Reporting form is so long and so in-depth that we put off completing it because it is so cumbersome (US). Care should be taken that the desire to reduce reporting burdens does not remove the potential to understand the effectiveness of agreement implementation. If the	For some countries, particularly those with small environment agencies, fulfilling national reporting requirements can be difficult and resource-intensive (Australia).

		priority is to focus on more effective delivery of conservation actions, then it may be that reporting on the success or otherwise of those actions is an inevitable ‘overhead’ and should be seen as an essential component of the conservation delivery ‘cycle’ (UK).	
Q.18 Harmonisation	This will facilitate easy accessibility to information and knowledge of what other Agreements and MoUs are doing in the CMS family (Ghana).	Limited, because of the great range of technical capacities within various CMS member countries (New Zealand).	
Q.19 Scientific resources	<p>An advantage of outsourcing scientific advice is that it potentially reduces the workload of the scientific council and could be seen as providing independent, scientific advice to the organisation (Australia).</p> <p>⇒ costs for internal staff could be reduced</p> <p>⇒ the best available scientific knowledge could be bought in (Germany)</p> <p>Would include taking advantage of already existing scientific bodies and their expertise, especially in the face of limited resources (USA).</p>	<p>Disadvantages include the cost associated with outsourcing, and managing that work. The time currently provided for council meetings is, at times, insufficient, particularly for those meetings prior to a CoP. (Australia). The permanent growth of CMS bears the risk that the number of state representatives in the Council and other fora is growing but not necessarily the scientific knowledge (Germany).</p> <p>Outsourcing might weaken the link between the science and the particular management needs of the species concerned, which might for example be affected by particular local circumstances (UK).</p>	<p>⇒ shared committees</p> <p>⇒ reduced number of committee members (regional representatives, commonly accepted international experts instead of representation on a national basis)</p> <p>⇒ reduced number of face to face meetings</p> <p>⇒ communication via modern techniques (mailing lists, communication platform, skype sessions, online meetings)</p> <p>⇒ back-to-back meetings with COPs, MOPs (Germany).</p> <p>For many years, Ramsar’s STRP has had an extremely effective web-based ‘Support Service’ as a platform to support discussions and file-sharing related to its work. More recently, AEWA has developed a similar web-based ‘Workspace’. There could be</p>

			considerable potential for a shared 'Workspace' or discussion forum for all the scientific advisory bodies within the CMS family. Such a facility would allow networking of expertise within the CMS family on a range of programmatic or thematic issues (e.g. climate change, by-catch etc.). Such networking and expertise-sharing could be achieved 'virtually' without the need to create or modify any institutional structures (UK).
Q.20 Synergies	Strengthening interaction and synergies with other relevant existing CMS agreements and MoUs, as well as other organisations, institutions or multilateral environmental agreements would maximise the efficiency and effectiveness of available resources while providing significant additional conservation benefits (Australia).	A lot would be dependent on the Inter-personal relation of the organization implementing the MEA's (India).	<p>Opportunities exist for the CMS to interact more fully with other MEAs when dealing with those issues that require a truly global approach for intergovernmental organisations such as developing relationships with and/or support from the UN and its bodies (Australia).</p> <p>Potential opportunities certainly exist between AEWA and Ramsar, for example, in identifying potential Ramsar sites that are of key importance for species covered by AEWA in the Africal-Eurasian flyway. International funding opportunities should also be jointly explored for common goals (of, for example, AEWA and Ramsar, CBD and AEWA, etc.) (Hungary).</p>
Q.21 Cooperation with other organisations	<p><u>Data Exchange</u></p> <p>Stops the waste of time and resources in carrying out investigations which have already been done (Costa Rica).</p> <p><u>Development of common reporting</u></p>	<p><u>Data exchange</u></p> <p>A clearing house mechanism should be established. Shared knowledge management systems. Knowledge owners not prepared to make knowledge available. Quality of information if not assured might misguide</p>	<p>A good example is the friendship Agreements between AEWA, RAMSAR, Wetlands International and Birdlife International that is currently in its drafting phase. This is probably one result of a successful cooperation in carrying out the Wings over Wetlands</p>

	<p><u>requirements</u></p> <p>This would assist in comparing progress, quality of work, identification of gaps and whether they are happening in all the agreements/organisations/MoUs and which constraints are crosscutting and hence come up with an integrated approach in coming up with solutions (South Africa).</p>	<p>the conservation planning. Access to technology especially in developing countries might be a barrier to access to appropriate and updated information (South Africa).</p> <p><u>Joint and/or back-to-back meetings including COPs/ MOPs</u></p> <p>This idea might not lead to expected results. Improved cooperation or coordination with other organisations needs more work. At the moment Executive Secretaries in practice attend COPs/MOPs of other MEA. At the national level this cooperation can be done at home and not at such meetings (Slovenia).</p>	<p>project (Germany).</p>
--	---	--	---------------------------

TABLE 3: RECOMMENDATIONS FROM QUESTIONNAIRES

Question	Recommendations
Q. 4 - Resources	<p>Having a national technical which generates planned and proper management (Costa Rica)</p> <p>Project funding CMS visible in the country taking into account the conservation priorities of endangered migratory species (DRC)</p> <p>Less funding going to the administration of the instruments to free up resources for direct conservation action through the implementation of action plans (UK).</p> <p>Combining some agreements or parts of these agreements such as secretariats and actions, e.g. AWEA and Raptors, or ACCOBAMS, ASCOBANS and WATCH (EC).</p> <p>A high number of meetings (COPs, MOPs, ACs, STCs, SCs) leads to huge travel costs and is extremely time consuming. Back-to-back solutions might be one solution to solve this problem (Germany).</p>
Q.5 – Success & Failures	<p>It would help greatly if CMS has linkages between organization and donors who can provide financial assistance to the</p>

	<p>signatory States for implementation of the convention (India)</p>
Q.6 – Conservation Measures	<p>There is a need to call on the Parties to review their annual contributions and also to honour their obligations of contribution payments (Ghana).</p> <p>All CMS instruments could benefit from an evaluation of the successful conservation action they have undertaken compared to the resource effort given to administrative functions (UK).</p>
Q.7 – Strategic Focus	<p>Given the current global financial outlook, it would be realistic to assume that only the most urgent actions may receive the required funds (Australia).</p>
Q.8 – Developing Synergies	<p>Develop synergies by working more closely with IGOs, NGOs, Private/Public Partnerships (including Foundations), as well as with Governments (New Zealand).</p> <p>Action to develop these synergies should be constituted at the Convention level and be cascaded down to regions, with a reporting format in place (South Africa)</p> <p>There could be value in undertaking a thorough assessment of the benefits of combining CMS instruments under common species groups, such as terrestrial, marine and avian species, where the threats are common across the species. It may be possible to achieve substantial efficiency savings under such a model by combining administrative functions and reducing reporting burdens. Consideration could also be given to an equivalent assessment of amalgamating instruments on a regional basis to determine whether this could provide a more effective means of delivering conservation objectives (UK).</p>
Q.9 – Secretariat Service to MoUs	<p>Integration (co-location) of CMS secretariat and some Agreements' secretariats seems to be good for instruments with their range states in Europe, in such case CMS Headquarters office act as a Regional Office (Saudi Arabia).</p> <p>(a) combining the Secretariats of CMS and its instruments into a single body, akin to the model for other biodiversity MEAs, (b) combining secretariats at a regional scale (<i>i.e.</i> geographically), or (c) combining Secretariats according to species groups (UK).</p>
Q.10 – Co-location	<p>Collocation of project officers/units (if existing) with regional organisations, NGOs, agency, other (Germany).</p> <p>The strong center should remain in current CMS headquarters and the temporal offices located in the sites of co-operating organizations on other continents should be established for the time of running specific projects (Poland).</p> <p>Consideration should be given to locating the Secretariat in alternative UNEP locations such as Nairobi, or non-UNEP buildings, e.g. by co-locating with the Secretariats of other MEAs.</p>
Q.11 – Restructuring Migratory Species	<p>A trans-regional or regional body could establish a working arrangement which would facilitate the implementation of a</p>

	species grouping approach (DRC).
Q.12 – Regional Clustering	Restructuring the CMS Agreements and MOUs into clusters covering all the Agreements/MOUs in a specific region would be more valuable if the clusters were based on species (USA).
Q.13 – Delivery of Objectives	<p>More clearly defining the role of the secretariat may provide some guidance as to what changes could be made to work programs to make secretariats more effective and efficient in delivering on CMS and MOU goals (Australia).</p> <p>Greater monitoring and rigour by CMS of Parties to check they are they are implementing the obligations acquired in the Agreements and MoUs (Costa Rica).</p> <p>Better integration of workplans with other MEAs, reducing reporting duties by further developing harmonized reporting (Germany).</p> <p>In general legally more binding framework should provide more effective delivery of conservation objectives. If already ratification is a problem (Slovenia).</p> <p>Elaboration of common instruments and implementation tools (Switzerland).</p>
Q.14 – Funding	<p>Signatories should agree on a financial plan together with a certain activity or project (Germany).</p> <p>Funding of activities/projects agreed by Parties/Signatories should be decided upon at the time of drawing the agreement, or at least funding opportunities should be explored and listed (Hungary).</p> <p>More careful consideration of likely costs of projects in planning stage, before Parties become committed to activities (New Zealand).</p> <p>Concentrate on specific deliverables rather than attempting to cover everything (South Africa)</p> <p>Consideration could be given to increasing fund raising activities (CITES provides a good model) or private sector partnerships or sponsorship, such as Danone’s relationship with Ramsar. This latter may have potential in a CMS context which has yet to be fully considered or exploited (UK).</p>
Q.15 – Core Financial Contributions	<p>There could be a system, where if a party agrees on an ad hoc basis, supplement its usual core contribution with additional voluntary contributions. We could also create a "migratory species Fund" where any person, institution, public or private organization who wishes, to freely contribute in accordance with procedures agreed by CMS (DRC).</p> <p>Higher core financial contributions, partly earmarked for long-term projects and voluntary contributions for short-term projects accompanied by increased fundraising activities (Germany).</p>

	<p>Non-conservation costs must be minimized, e.g. through reducing the frequency of meetings. The voluntary contribution should be set as a minimum fee and parties encouraged to contribute as much as they can. This should have an incentive attached so that after a set period the party that has done most is rewarded in one way or the other and there should be various categories : developed, developing, etc (South Africa).</p>
<p>Q.16 13% on Voluntary Contributions</p>	<p>States Parties shall pay their contributions directly to the CMS Secretariat, it would save the system and the delays in the implementation of state funds (Cote D'Ivoire).</p> <p>Voluntary contributions that are earmarked for particular conservation projects should be free of overhead charges (Germany).</p> <p>Review lowering the rate (to 5%) that UNEP takes (Togo).</p>
<p>Q.17 Reporting</p>	<p>Reducing the burden of reporting while maintaining a focus on key indicators should be a primary consideration of the reporting and the use of existing reporting processes and formats, where appropriate, should be encouraged. In response to a request by PICs for assistance to address the growing reporting burden to MEAs, the Australian Government Department of the Environment, Water, Heritage and the Arts (DEWHA), in collaboration with the Pacific Regional Environment Programme (SPREP), developed a project to streamline national reporting by PICs to the biodiversity-related MEAs. The main outcome of the project has been the development and trial of a consolidated reporting template for use by PICs to five of the biodiversity-related MEAs: CMS; CBD; CITES; Ramsar; and WHC. The consolidated reporting template is designed to facilitate reporting by reducing duplication and by making the process simpler and less resource-intensive. The template represents a practical example of how national reporting can be streamlined by consolidating the reporting requirements of five MEAs into a single template. The CMS Secretariat provided comments on the template in 2009.</p> <p>(Australia).</p> <p>⇒ sections for each Agreement, MOU, Action Plan to be filled in according to the number of instruments a particular country has signed</p> <p>⇒ adoption of general information and ongoing information from the previous versions (e.g. focal points, long-term projects and programmes (Germany)</p> <p>Streamline the reporting form so that it is specific to each member country (New Zealand).</p> <p>An on-line national report every two years to CMS should be prepared by the CMS secretariat and agreements' secretariats and available regional offices to minimize reporting burden on both parties and the CMS Family (Saudi Arabia).</p> <ul style="list-style-type: none"> • A single report for all CMS activities or combined reports covering species groups or regional activities.

	<ul style="list-style-type: none"> • An assessment to ensure consistent reporting requirements across all the CMS instruments. • Harmonisation of data collection across the instruments and with other biodiversity MEAs where these have similar objectives • Extend reporting periods. The assessments of conservation status which form a major part of reports could be limited to around once a decade, as little is likely to have changed in just three years. There is however a danger in this because if Parties do not report then the gap in the provision of information becomes longer. Alternatively, the Secretariat could commission reports on the conservation status of the Annex I species which could be reviewed by the Scientific Council based upon knowledge in their own countries or regions. • Consider removing the requirement for Parties to contribute to the overarching CMS national report which is very long and complex. • Ensure reporting formats that are simple, easy to use, and require the minimum information necessary to assess the performance of Parties and collective progress in meeting the objectives of the instrument. • Focus reporting requirements on outcomes as far as possible rather than on actions or processes which are not a good measure of the success of otherwise of different instruments. • Link reporting directly to any action or strategic plan and to the conservation objectives of the agreement (UK).
<p>Q.18 Harmonisation</p>	<p>Data portal shall be developed (or an existing portal upgraded) that aims at presenting data on species/population distribution, sizes, trends, needed to fulfil obligations of the CMS and agreements (Slovenia).</p> <p>There should be a small grant to focal points to facilitate the collection of data during a one day workshop in the country (Togo).</p> <p>A review of data needs could be beneficial in assessing whether different instruments are trying to address similar issues (e.g. by-catch). If so standard questions could be agreed or single reports on that issue covering several species or thematic issues, could be used (UK).</p>
<p>Q.19 Scientific Resources</p>	<p>CMS should seek other sources of funding to support scientific advice and / or advisory committees, but could propose monthly or quarterly review and use the Internet to provide scientific advice thereby avoid the use of paper, mailings and meetings and transportation (Cote D'Ivoire).</p> <p>Outsourcing the provision of scientific advice to a global science policy interface could create synergies and enhance coherence with other MEAs and processes. It could be a cost efficient way to produce assessments and reports that would</p>

	<p>get the attention of a broader range of stakeholders. A global interface could facilitate access to the best available scientific advice and broaden the scientific basis for the work of the Convention (EC).</p> <p>If it is agreed to establish IPBES this might be able to provide a cost-effective alternative or otherwise means of reducing the in-house burdens (UK).</p>
<p>Q.20 Synergies</p>	<p>It could be useful to assess where common themes exist between CMS and its instruments and other biodiversity MEAs. There may be potential for work stream and programme sharing on a thematic basis with MEAs such as CBD and these could be explored further. It would also be beneficial to explore greater collaboration with, and use of, IUCN facilities, such as their legal, species, and protected area commissions. (UK)</p>
<p>Q.21 Improved Cooperation</p>	<p>It is sensible to organise joint or back-to-back meetings, particularly where the species, issues and personnel are likely to be similar. CMSPCM is already working closely with SPREP – this relationship could be explored as a template for application in other regions, as appropriate (Australia).</p>

ANNEX IV: DEFINITIONS OF COMMON TERMS USED THROUGHOUT THE REPORT.

Table 4: Definitions

Term/Word	Definition	Option
Agreement	AEWA, EUROBATS, ASCOBANS etc	23, 100, 19, 20, 105, 116
agreements	Includes both Agreements and MoUs	96
Centralization of CMS and CMS Family Services	Includes staffing, co-location of secretariats, technical services, training, administrative resources, sharing of expertise	19
Co-location	Where co-location means the sharing of an office, personnel and resources	23
Convention	CMS Convention	103, 112,
Conservation efforts	Conservation projects, in particular those contained in Action Plans, includes local conservation programmes.	Scoring criteria
Merge	Merge the activities of the CMS with for example another MEA	95, 96
Merge existing agreements	Amalgamate existing agreements (staffing, resources) would involve renegotiation.	96
Office	Administrative centre for each Agreement/Instrument	5, 37, 92
Parties	Countries that acceded to legally binding instruments	113, 104, 44, 64, 56, 57
Range State		
Region	The 6 regions identified by the CMS – Europe, Africa, Asia, Oceania, North America, South & Central America & Caribbean	110
Regional Presence	Where CMS or CMS family have established an office and operate within a specifically defined area.	111
Signatory States	Countries that signed non-legally binding instruments	
Subsidiary Instruments	All CMS Agreements and MoUs	
Tematea	A web-based tool that provides an issue-based framework of commitments and obligations from	54

	regional and global biodiversity-related agreements.	

ANNEX V: FINANCIAL ANALYSIS OF ACTIVITIES WITHIN EACH OPTION.

Table 5: Financial Analysis

Summary

Option	Initial Costs (total)	Ongoing Costs (total)	Initial and Ongoing Costs (total)
1 – Concentration	1,702,500	1,343,670	3,046,170
2 – Decentralisation	533,256	319,000	852,256
3 – Ideal	2,417,801	6,406,186	8,823,987
4 – Low Cost	247,200	172,000	419,200

Option 1: Concentration

Activity	Cost Item	Cost Per Item	Totals	Comment
1. CMS Sec to carry out a global gap analysis at Convention level: consider which issues are being addressed, what issues are not being addressed, if another organisation is addressing these issues, scientific gap analysis (provided by Scientific Council) and what research is required . Total cost €40,500	Initial			
	1. Temporary Consultant for 9 months.	40,500	40,500	
Man Power of existing staff	1. 0.10 of 1 x CMS Sec Staff time (P2)			
2. CMS Secretariat to provide centralised services relating to building capacity with the CMS family including training and educational activities. Total cost €410,170	Initial			
	1. Recruitment for 1 x P/T post (P2)	25,000		Average cost supplied by CMS Secretariat (€25,000 per person)
	2. I.T. equipment	2,000		€2,000 per person supplied by CMS Secretariat

	3. Design of web based training site/page on CMS's website.	10,000	37,000	
	Ongoing			
	1. Salary 1 x P/T Capacity Building Officer (P2) x 3 years	129,000		
	2. Translation costs for guidance documents.	18,170		8% increase on 2009-2011 budget
	3. Publication of guidance documents	15,000		Based on CMS costing of €5,000 per publication
	4. Maintenance of web based training site/page.	1,000		
	5. Additional 2 x workshops per year.	210,000	373,170	Based on an average of €35k per workshop (€21,814 for 3 workshops in 2010 UNEP/CMS/Conf.9.33/Rev.2)
Man Power of existing staff	1. 0.25 of Information Manager of CMS Secretariat.			
	2. 0.05 of Information Manager of AEWA,			
3. CMS providing centralised administrative services to Agreements/MoUs [in Bonn] including: coordination of COP/MOPs; coordination of Scientific and Advisory Groups of CMS/Agreements and the meetings of scientific and technical group meetings. CMS to coordinate fundraising activities and the	Initial			
	1. Recruitment cost of 1 x F/T Information Management Officer (P2) (70% of time) Recruitment cost of 2 x Assistants (G6)	67,500		Average cost supplied by CMS Secretariat (€25,000 per person)P2/70%
	2. IT Equipment for new recruit (as per No. 30).	5,400		€2,000 per person supplied by CMS SecretariatP2/70%

<p>development of consistent financial management systems. CMS to centralise the development and management of information technology including the development of mapping systems, centralised system and procedures in relation to data collection, management and storage and centralisation of data storage and analysis; including the development of shared management systems. Centralisation and harmonisation of reporting formats and returns.</p> <p>Total Cost €739,900</p>	3. Mapping software (new or build upon existing systems).	100,000			
	4. Information technology for reporting, and data storage (new or build upon existing systems).	150,000			
	5. Structural change cost (new departmental structure for CMS Agreements in Bonn – i.e. moving people around to fit into new centralised structure).	8,000			
	6. Consultant to handle change management – 1 year.	80,000	410,900		
	Ongoing				
	1. Salary 1 x F/T Information Management Officer (P2) + 2 x F/T G6 Assistants x 3 years (with data technical skills). P2 80% of time	328,500		1 x P2 (70%) 2 x G6 (€75,000)	
2. Maintenance of Information systems.	500	329,000			
<p>Man Power of existing staff</p>	1. 0.25 of CMS Information Management Officer.				
	2. 0.25 of AEWA Information Management Officer.				
	3. 0.10 of Eurobats Information and Management Officer.				
	4. 0.10 of ASCOBANS Information Management Officer.				

	5. 0.12 of CMS Administration Unit.			
4. Coordinate access to research data as a centralised service across CMS agreements. Total Cost €58,400	Initial			
	1. Recruitment cost of 1 x F/T Information Management Officer (P2) 20% of time	5,000		Average cost supplied by CMS Secretariat (€25,000 per person)/20*
	2. IT Equipment for new recruit 20% of time	400		€2,000 per person supplied by CMS Secretariat/20*
	3. Intranet site on web page to access research documentation and information.	2,000	7,400	
	Ongoing			
1. Salary 1 x F/T Information management Officer (P2) x 3 years 20% of time	51,000	51,000		
Man Power of existing staff	1. 0.05 of Information Management Officer			
5. 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. This could include shared research. Total Cost €28,200	Initial			
	1. Recruitment cost of 1 x F/T Information Management Officer (P2) 10% of time	2,500		Average cost supplied by CMS Secretariat (€25,000 per person)/10%
	2. IT Equipment for new recruit 10% of time	200	2,700	€2,000 per person supplied by CMS Secretariat/10%
	Ongoing			
	1. Salary 1 x F/T Information Management Officer (P2) x 3 years 10% of time	25,500	25,500	
6. CMS Secretariat to measure implementation of CMS and its Family both from a Party and conservation perspective, quality of work,	Initial			
	1. Recruitment cost of 1 x F/T Implementation and Monitoring Officer (P2) .	25,000		Average cost supplied by CMS Secretariat (€25,000 per person)

identification of gaps and propose measures to close these gaps. This includes developing indicators for measuring action plans.	2. IT Equipment for new recruit .	2,000	27000	€2,000 per person supplied by CMS Secretariat
	Ongoing			
Total Cost €282,000	1. Salary 1 x F/T Implementation & Monitoring Officer (P2) x 3 years.	255,000	255,000	
Man Power of existing staff	1. 0.05 of CMS Information Officer.			
7. Extending the scope of existing Agreements/MoUs rather than developing new Agreements/MoUs (e.g. AEWa and elephants MoU).	Initial			
	1. Arrangement of meetings of MOP and MOS to negotiate extension of scope of agreement (please provide average cost of arranging such meetings).	400,000		Based on 1 MoU and one Agreement extension for the triennium - Servicing MOP 270,000 (AEWA/MOP/4.22 Rev 1) servicing a MOS 120,000 (CMS sec) (2010)
	2. Delegate travel to meetings to negotiate extension of scope (please provide average cost of delegate travel).	250,000	650,000	As per CMS Secretariat average cost for 75-90 delegates
Man Power of existing staff	1. 0.02 of Admin and Information staff at CMS.			
8. CMS to coordinate communication across and within Agreements/MoU. Centralise press and media announcements and the implementation of species campaigns and public event. The coordination of CMS Family websites and CMS provide centralised awareness raising on common/shared threats through publications and online resources, where this is practicable.	Initial			
	1. Recruitment cost of 1 x F/T. Communications Officer	25,000		Average cost supplied by CMS Secretariat (€25,000 per person)
	2. IT equipment for new recruit .	2,000	27,000	€2,000 per person supplied by CMS Secretariat
	Ongoing			
	1. Salary 1 x F/T Communications Officer x 3 years	255,000		
Total Cost €337,000				

	2. Publications (additional publications 3 per year).	45,000		Based on CMS costing of €5,000 per publication
	3. 2 events per year.	10,000	310,000	Average increase of +/- 15% on current budget 10,000
Man Power of existing staff	1. 0. 05 of CMS Information Officer.			
9. Merge CMS Family agreements with synergies based on geography and/or ecology	Initial			
	Cost of renegotiation meeting	250,000	250,000	
Total Cost €250,000				
10. Merger of existing CMS Family agreements (MoUs) with similar species.	Initial			
	Cost of renegotiation meeting	250,000	250,000	
Total Cost €250,000				
Total		3,046,170	3,046,170	

Option 2: Decentralization

Activity	Cost Item	Cost Item	Totals	Comment
1. Closer collaboration with UNEP regional offices, where appropriate, to assist with capacity building and technological support required by CMS and its Family.	Initial			
	1. Consultant to undertake gap analysis (6 months).	27,000	27,000	Based on 4,500 per month
Total Cost €27,000				

Man Power of existing staff	1. 0.02 of science officer and Information Capacity officer time during consultancy contract.			
2. Closer partnership working with partner organisations (including NGOs) in neighbouring Range States to assist in the coordination of conservation activities, 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 Total Cost €198,000	Initial			
	1. Contribution to conservation programme/projects (x 3)	120,000	120,000	AEWA support of GEF project 80,000 (2 years)
	Ongoing			
	1. Contribution to associate programme officer (Grade P2) for large projects (as per WOW) x 3 years.	78,000	78,000	AEWA/MOP/4.22. Rev 1 (25% of programme officer salary)
Man Power of existing staff (percentage of hours)	1. 0.10 of Agreement/MoU officer; and			
	2. 0.10 of Fundraising Officer			
3. Regionalize conservation efforts by having local outposts with assistance from UNEP, NGOs and MEAs. Total Cost €67,256	Initial			
	1. Financial contribution to fundraising activities. Outreach and Fundraising Projects	36,256	36,256	25% increase 36,256 to also include cost below (UNEP/CMS/Conf.9.33/Rev.2)
	Ongoing			
	1. Financial contribution to coordinator/technical advisors at the local level x 3 years	31,000	31,000	E 124,000 - 25% contribution for a Technical Officer AEWA/MOP/4.22. Rev 1
Man Power of existing staff	1. 0.5 of Agreement/MoU			

	officer.			
	2. 0.10 of Fundraising Officer.			
4 Have a presence in each of CMS' administrative regions with assistance from UNEP, NGOs and MEAs. Total Cost €60,000	Ongoing:			
	1. Financial contribution to CMS contact in the region	60,000	60,000	Regional officer for Africa AEWA/MOP/4.22. Rev 1 Scenario 30
5. Work with local and indigenous communities Total Cost €100,000	Initial			
	Contribution to assist development of networks and projects	100,000	100,000	
6. Develop regional hubs for MEA implementation to identify synergies and linkages between MEAs and avoid duplication in projects and activities. Total Cost €200,000	Initial			
	Contribution to hub activities	200,000	200,000	
7. Establishment of external assessment and monitoring of effectiveness (for example by UNEP-WCMC) (This would include harmonisation of data collection, storage, management and analysis). Total Cost €150,000	On-Going			
	Payment to external organisation to conduct assessment and monitoring	150,000	150,000	
8. MoUs/Agreements collaborating and sharing office/personnel/resources (e.g. as per Abu Dhabi – Dugongs and Birds of Prey)	Initial			
	Contribution to assisting partnership to develop (e.g. meetings)	50,000	50,000	

Total Cost €50,000				
TOTAL		852,256	852,256	

Option 3: Ideal

Activity	Cost Item	Cost Item	Total	Comment
1 Prioritising and coordinating, meetings of COPs, MOPs, MOSs, Scientific Committee, working groups etc	Initial			
	1. Contribution to delegate travel (based on having to have 8 extraordinary meetings (1/3 of all agreements).	750,000	750,000	CMS Sec - 250,000 for 75-90 delegates (3 x MOPs based on 75-90 delegates and 5 MOS based on an average of 15 delegates)
Total Cost €750,000				
Man Power of existing staff	1. 0.15 of travel and meeting organising staff.			
	2. Prepare amendments to agreements (please provide average cost of an agreement amendments).			
2 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.	Initial			
	1. Recruitment cost of 1 F/T person.	25,000		Average cost supplied by CMS Secretariat (€25,000 per person)
	2. IT equipment for new recruit.	2,000		€2,000 per person supplied by CMS Secretariat
	3. Website development for common conservation project.	20,000	47,000	
	Ongoing			
	1. Salary 1 x F/T International Liaison/Coordination Officer (P2) x 3 years	255,000		(P2) p/a 85,000 - average P2 Fundarising Officer cost (UNEP/CMS/Conf.9.33/Rev.2)
	2. Workshops x 2 per year.	210,000		Based on an average of €35k per workshop (Workshops 21,814 for 3 in 2010 UNEP/CMS/Conf.9.33/Rev.2)
3. Local Forum meetings x 6 per year .	36,000			
4. Running budget for conservation projects.	85,000		Conservation grants and projects 50% increase UNEP/CMS/Conf.9.33/Rev.2	
Total Cost €635,000				

	5. Web maintenance costs.	2,000	588,000	
3 Development of a MoU Unit to coordinate MoU activities.	Initial			
	1. Recruitment cost of 2 x F/T staff.	50,000		Average cost supplied by CMS Secretariat (€25,000 per person)
	2. IT equipment for 2 new recruits.	40,000	90,000	€2,000 per person supplied by CMS Secretariat
	Ongoing			
	1. Salary 2 x F/T MoU Unit staff to assist MoU officerx 3 Years (P2 and P3)	627,000	627,000	p/a P3 124,000 (AEWA/MOP/4.22. Rev 1) P2 85,000
Man Power of existing staff	1. 0.25 of MoU Officer.			
4 Create a migratory species scientific data hub, which would facilitate the use of migratory species data as an indicator of climate change.	Initial			
	1. Recruitment cost of 1 x F/T hub officer.	25,000		Average cost supplied by CMS Secretariat (€25,000 per person)
	2. IT equipment of new recruit.	2,000		€2,000 per person supplied by CMS Secretariat
	3. Data capture software as per the CSN tool.	422,401		As based on Critical Site Network tool - WOW. Doc Inception Report No 1, 1 Jan - 31 March 2007
	4. Map and modelling systems.	100,000	549,401	
	Ongoing			
	1. Salary 1 x F/T Hub Officer x 3 Years	372,000		p/a P3 124,000 Technical Officer (AEWA/MOP/4.22. Rev 1)
	2. Workshops (for training) x 3 per year.	315,000	687,000	Based on an average of €35k per workshop (21,814 for 3 in 2010 UNEP/CMS/Conf.9.33/Rev.2)
Man Power of existing staff	1. 0.10 of IT			
	2. 0.10 Information Management Capacity Officer.			
	2. 0.05 of Information Management Capacity team.in training.			

5 Information Management and reporting systems which are fully integrated across the CMS Family Total Cost €1,129,300	Initial		
	1. Recruitment cost of 2 x F/T staff.	50,000	Average cost supplied by CMS Secretariat (€25,000 per person)
	2. IT equipment for new staff.	4,000	€2,000 per person supplied by CMS Secretariat
	3. Information Management system (software costs).	150,000	150,000 3 years
	4. Design, preparation and printing of training manuals (please provide average cost of producing a CMS internal training manual.).	15,000	10% increase on 2009-2011 publications budget 2,544 (please provide average cost per publication of current guidance documents).
	5. 5 x training workshops.	175,000	394,000 Based on an average of €35k per workshop (21,814 for 3 in 2010 UNEP/CMS/Conf.9.33/Rev.2)
	Ongoing		
	1. Salary 1 x F/T Information Management Officer (P2) x 3 years.	255,000	
	2. Salary 1 x F/T Capacity Building Officer (P2) x 3 years.	255,000	
	2. Annual maintenance costs of information management system.	3,000	3,000 3 years
	3. Updates to Information system.	12,000	12,000 3 years
	4. Software licences where required.	300	
5. Training workshops (2 x per year).	210,000	735,300 Based on an average of €35k per workshop (21,814 for 3 in 2010 UNEP/CMS/Conf.9.33/Rev.2)	
Man Power of existing staff	1. 0.10 of Information Management Officer.		
	2. 0.10 time of Information Management and Capacity Building Officer.		

6. Increase agreement Staff Total Cost €3,859,900	Initial			
	1. Recruitment cost for 17 x F/T staff and 1 x 0.5 staff.	450,000		Average cost supplied by CMS Secretariat (€25,000 per person)
	2. IT equipment for 18 new staff.	3,400	453,400	€2,000 per person supplied by CMS Secretariat
	Ongoing			
	1. Salary 2 x F/T assistants for Gorilla Agreement (P2) x 3 years	456,000		1 x Technical Officer (P2) 85,000 + 1 x Admin Assistant (G5) 67,000
	2. Salary 1 x F/T assistant for ASCOBANS (P2) x 3 years.	255,000		
	3. Salary 1 x F/T and 1 x P/T assistant for EUROBATS (P2) x 3 years	355,500		1 x Technical Officer (P2) 85,000 + 1 x Admin Assistant (G5) 67,000
4. Salary 13 x F/T coordinators for MoUs x 3 years	2,340,000	3,406,500	Regional Officer for Africa (P-2) E 60,000 AEWA/MOP/4.22. Rev 1	
7 Suspension of redundant MoUs with monitoring to be carried out by MoU Unit and coordinated by CMS. Total Cost €30,000	Initial			
	Consultant (6 months)	30,000	30,000	
Man Power of existing staff	2. 0.10 of MoU Officer.			
8 Encourage all Range States to become Parties/Signatories to CMS and CMS Family. Total Cost €123,000	Initial			
	1. Recruitment cost of 1 x F/T staff.(25% of P2)	6,250		Average cost supplied by CMS Secretariat (€25,000 per person)/25%
	2. IT equipment for new staff. (25%)	500	6,750	€2,000 per person supplied by CMS Secretariat/25%
	Ongoing			
	1. Salary 1 x F/T Communications Officer (P2) x 3 years. 25% of staff time	63,750		P2 25% of time

	2. Promotional campaigns (advertising, design, draft and print promotional publications).	52,500	116,250	300% increase on Membership Promotion budget 17,500 3 years (UNEP/CMS/Conf.9.33/Rev.2)
9 The development of new multimedia platforms for example video conferencing to enhance communications across CMS Family and with external organisations. Total Cost €59,000	Initial			
	Consultant (6 months)	30,000		
	3. Cost of IT equipment for multimedia platforms.	20,000		
	4. Training workshops	5,000	55,000	
	Ongoing			
	3. Maintenance costs for multimedia equipment.	2,000		
	4. Web based training tool maintenance.	2,000	4,000	
Man Power in existing staff				
10 Run awareness campaigns to ensure that CMS is recognised by the public, academic institutions, international organisations and others as the global leader in the protection of migratory species. Total Cost €284,386	Initial			
	1. Recruitment costs for 1 F/T staff. (75% of P2)	18,750		Average cost supplied by CMS Secretariat (€25,000 per person)
	2. IT equipment for 1 new staff. (75%)	1,500		€2,000 per person supplied by CMS Secretariat
	3. Website redesign.	20,000		
	4. Promotional tools on website.	2,000	42,250	
	Ongoing			
	1. Salary 1 x F/T Communications Officer (P2) x 3 years.	191,250		75% of P2 time
	2. Promotional Campaigns	50,886		2009-2011 (frozen budget) was of (UNEP/CMS/Conf.9.33/Rev.2) 25, 443. 200% increase
			242,136	
	Man Power of existing staff	1. 0.01 of all staff.		

TOTAL		8,823,987	8,823,987	
--------------	--	------------------	------------------	--

Option 4: Low Cost

Activity	Cost Item	Cost Analysis	Total	Comment
1.Mapping of location of field activities of other MEAs, NGOs, and other partners.	Initial			
	1. Creation of web page on CMs website to be linked across to other agreement's web pages.	1,000		
	2. Publicity campaign.	2,700	3,700	2,700 10% of current Information and Publicity Materials budget (UNEP/CMS/Conf.9.33/Rev.2)
Total Cost €3,700				
Man Power of existing staff:	1. 1 x intern.			
2. Create criteria against which to assess proposed new potential agreements. The criteria to include scientific need, existing and potential synergies (internally and externally) funding criteria, existence of a volunteer coordinator and the added value of CMS involvement. 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.	Initial			
	1. 12 months consultant time to prepare criteria in collaboration with Standing Committee (WG).	60,000	60,000	
	Ongoing			
	1. Translation costs for reports (please provide average cost of translating 1 x report) x 3 years.	10,000	10,000	

Total Cost €70,000				
Man Power of existing staff	1. 0.10 of Secretariat staff drafting resolution and preparing reports.			
3. Parties/Signatories to translate guidance documents into local languages to assist implementation.	Initial			
	Assistance for some Parties/Signatories for translation	20,000	20,000	
	Man Power of existing staff			
	1. 0.02 of Capacity Building Officer's time.			
Total Cost €20,000				
4. Assess sources for improving current staffing compliment (e.g. UNEP, CMS Family's own staff, Parties, secondments, interns and consultants) including international staff exchange and traineeship.	Initial			
	Cost of employing consultants	80,000	80,000	
	Man Power of existing staff			
	1. 0.10 of Fundraising Officer's time.			
	2. 0.05 of Capacity Building Officer's time.			
Total Cost €80,000				
5. Encourage more NGOs to become Signatories to MoUs and Encourage more Range States to become Parties/Signatories to CMS and CMS Family.	Initial			
	Cost of publicity campaign to raise awareness	30,000	30,000	

Total Cost €30,000				
6. Develop a policy where implementation monitoring must be a part of any future MoUs.	Initial			
	1. Consultant (3-4 months) contract.	13,500	13,500	
Total Cost €13,500				
Man Power of existing staff	1. 0.05 of MoU Officer's time.			
	2. 0.05 of Information Management Officer's time.			
7. Produce CMS website in 3 languages. Only the main pages of the website and does not include the translation cost of any documents (Pages: News & Events, species activities, bodies and meetings, Secretariat, about CMS pages, search engine function)	Initial			
	1. Translation cost of website at present.	40,000	40,000	Expert view from £1k to £100 k
	Ongoing			http://www.wintranslation.com/articles/art01_0007_web_cost.html
Total Cost €52,000	1. Translation of future web pages.	12,000	12,000	Over 3 years - news & events, species activities, general updates
Man Power of existing staff	1. 0.05 of Fundraising Officer's time.			
	2. 0.10 of Editorial Officer's time.			
8. Support current scientific data hub currently under development (IPBES) and continue to support the development of existing implementation hubs (Tematea, UNEP-WCMC, IOSEA)	Ongoing			
	Cost of supporting existing systems	150,000	150,000	

Total Cost €150,000				
TOTAL		419,200	419,200	

ANNEX VI: OPTIONS SCORING

Table 6: Scoring Key:

Description	Score	Impact Level
Option Impact	1-9	Low
	10-18	Medium
	< 18	High
Activity Impact Scoring for Conservation, Integration, Synergy, Legal Effect, Financial and Institutional Effects	0-4	Low
	5-8	Medium
	9-12	High
Activity Total Impact	5-6	High Positive (+)
	3-5	Medium Positive (+)
	1-2	Low Positive (+)
	0	Neutral
	-1 to -2	Low Negative (-)
	-3 to -4	Medium Negative (-)
	-5 to -6	High Negative (-)

Table 7: Scoring for each option

Option 1: Concentration	Institutional Benefit	Institutional Detriment	Impact Benefit	Impact Cost	Total Impact
Strategy: To centralise CMS services where this achieves resource efficiency.					
<p>Planning</p> <p>1 CMS Sec to carry out a global gap analysis at Convention level: consider which issues are being addressed, what issues are not being addressed, if another organisation is addressing these issues, scientific gap analysis and what research is required.</p>	<p><u>CE</u> (3) - Can assist in the targeted use of resources by avoiding overlaps, liberating resources for conservation programmes. Can help to prioritize the activities of the CMS and identify its future coverage.</p> <p><u>Int</u> (3) - Can assist in the prioritizing of resources across the CMS Family providing for improved cooperation and sharing of resources.</p> <p><u>Syn</u> (2) – Analysis can assist in identifying what issues are being addressed by external organisations, which may assist in the development of synergies.</p> <p>(8)</p>	<p><u>LE</u> (1) – May require a policy to instruct the gap analysis.</p> <p><u>Fin</u> (2) – Limited costs identified for a consultant to conduct gap analysis</p> <p><u>Inst</u> (2) – CMS Secretariat staff time required to assist consultant.</p> <p>(5)</p>	<p>Medium</p> <p><u>8</u></p>	<p>Medium</p> <p><u>5</u></p>	<p>Medium (+)</p> <p><u>3</u></p> <p>The benefit of the activity outweighs the costs of the activity with medium positive impact to the CMS and the CMS family.</p>
<p>Operational</p> <p>2 Coordinate access to research data as a centralised service across CMS agreements.</p>	<p><u>CE</u> (3) – Improved access to research data for Parties could help to identify conservation needs and direct conservation programmes.</p> <p><u>Int</u> (3) - Improved access to data held across the CMS Family in one central location (e.g. web-based) reducing duplication of data collection and enhancing the sharing of information</p>	<p><u>LE</u> (2) – New mandate required to bring together research data within one central location.</p> <p><u>Fin</u> (2) – Medium rate of cost, requiring intranet site for parties to allow shared access to data plus 20% of Information Management Officer time.</p> <p><u>Inst</u> (2) – Activity results in new</p>	<p>Medium</p> <p><u>7</u></p>	<p>Medium</p> <p><u>6</u></p>	<p>Low (+)</p> <p><u>1</u></p>

	<p>across the CMS Family.</p> <p><u>Syn (1)</u> – Whilst there may be opportunities to share data with external organisations, this activity focuses on internal data sharing and therefore limited scope for extensive synergies</p> <p>(7)</p>	<p>staff member, of new staff member’s time, this activity would contribute approximately 20% of the new officer’s time.</p> <p>(6)</p>			
<p>Operational</p> <p>3. 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><u>CE (3)</u> – Would allow for enhanced conservation benefits arising from more inclusive research projects for a limited increase in funds</p> <p><u>Int (3)</u> – Would allow for greater cooperation amongst the agreements and would enable the sharing and optimization of data generated from the research projects.</p> <p><u>Syn (3)</u> – May involve external organizations assisting in the delivery of the research and therefore improved cooperation with external organizations</p> <p>(9)</p>	<p><u>LE (1)</u> – It may only require a policy to implement the coordination of research programmes.</p> <p><u>Fin (2)</u> – The cost of 10% of newly recruited Information Management Officer</p> <p><u>Inst (2)</u> – Whilst the activity will involve additional workload to the CMS Secretariat, this will be undertaken by a new recruit and the majority of the coordination can be achieved by the various Scientific Councils.</p> <p>(5)</p>	<p>High</p> <p><u>9</u></p>	<p>Medium</p> <p><u>5</u></p>	<p>Medium</p> <p><u>4</u></p>
<p>Operational</p> <p>4 CMS provide centralised services relating to building capacity with the CMS family including training and</p>	<p><u>CE (3)</u> – Sharing best practice examples in conservation, improved conservation know-how. Assists implementing the mandates of the</p>	<p><u>LE (2)</u> – May require a new mandate to employ P/T Capacity Building Officer.</p> <p><u>Fin (4)</u> - Increased costs to</p>	<p>Medium</p> <p><u>8</u></p>	<p>Medium</p> <p><u>8</u></p>	<p>Neutral</p> <p><u>0</u></p> <p>The positive impact of this</p>

<p>educational activities</p>	<p>CMS Family agreements.</p> <p><u>Int (4)</u> - Increased sharing of experiences, expertise, and lessons learned. Assists in centralising know-how on support activities. Centralising knowhow on support activities including funding</p> <p><u>Syn (1)</u> –Potential to include external organisations but activity is focused on concentration within the CMS Family.</p> <p style="text-align: right;">(8)</p>	<p>produce new guidance documents, IT abilities and resources. Includes the cost of a P/T Capacity Building Officer.</p> <p><u>Inst (2)</u> – Includes percentage of time of existing CMS staff. Activity results in new staff member, contributing approximately 50% of new officer’s time</p> <p style="text-align: right;">(8)</p>			<p>activity could be higher if only a proportion of the cost for the Capacity Building Officer’s time was attributed to the activity. In order for the activity to be considered on its own merits, the full cost for the Capacity Building Officer has been included within the impact assessment.</p>
<p>Operational</p> <p>5 CMS providing centralised administrative services to Agreements/MoUs [in Bonn] including: coordination of COP/MOPs; coordination of Scientific and Advisory Groups of CMS/Agreements and the meetings of scientific and technical group meetings. CMS coordinate fundraising activities and the development of consistent financial management systems. CMS to centralise the development and management of information technology including the development of mapping systems. Centralised system and procedures in relation to data collection, management and storage and centralisation of data storage and analysis including the development of shared management systems. Centralisation and harmonisation of reporting formats and returns.</p>	<p><u>CE (3)</u> - Improve utilisation of available resources. Increased ability for organisations to work together without duplication of effort or resources resulting in more effective delivery of conservation objectives and implementation of CMS Family agreements.</p> <p><u>Int (5)</u> - Reduces multiplication of efforts and enhances the development of specialisation among staff. Concentration of skills. Reduces the amount of time spent reporting under several systems. Easier to analyze data. Assist in comparing progress, quality of work, identification of gaps and assist in an integrated approach to developing solutions.</p> <p>Reduced costs for example coordination of meetings could result</p>	<p><u>LE (2)</u> – Require Mandate to introduce new centralised system and hire new staff.</p> <p><u>Fin (5)</u> – High financial impact due to the requirement to recruit new staff (1 x Information Management Officer (80% of salary), 2 x Assistants (100% of salary)) and the cost of any new information software.</p> <p><u>Inst (5)</u> - Increased burden on staff if current staffing levels were to be maintained. Even with new recruit, will still require input from existing staff. Will also require ‘change management’.</p>	<p>High</p> <p style="text-align: center;"><u>12</u></p>	<p>High</p> <p style="text-align: center;"><u>12</u></p>	<p>Neutral</p> <p style="text-align: center;"><u>0</u></p> <p>The positive impact of this activity could be higher if only a proportion of the cost for the Information Officer’s time was attributed to the activity. To provide an appropriate cost to the activity, the Information Management Officer has been costed for 80% of salary.</p> <p>This activity can assist in the harmonisation of administrative arrangements across the CMS Family, thereby assisting in the reduction of multiplication of effort.</p>

	<p>in financial savings relating to travel, venue and ancillary costs. Saved costs could be directed to the implementation of projects.</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 utilise available resources.</p> <p><u>Syn (4)</u> - Synergistic programmes and plans centrally identified and linked to appropriate partners based on either shared issues, geographical, regional or species.</p>			<p>In addition, considerable financial efficiencies can also be obtained when information systems are developed and managed in concert than independently (e.g. shared servers, platforms, licences, developer costs, etc.).</p> <p>On the negative side not all Parties have access to the same standard of technical capacity. In addition to limited capacity, difficulties in accessing the web by a significant number of developing Party and potential members. 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>Initial outlay may be expensive and therefore additional contributions may be required. Not all parties will have access to the same standard of IT and technical capacity. Increased costs to produce new guidance</p>
--	--	--	--	---

	(12)	(12)			documents, IT abilities and resources.
Measuring 6 CMS Sec 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	<u>CE (2)</u> - Helps to identify gaps in conservation programmes and how these gaps should be rectified. <u>Int (3)</u> – Can assist to improve effectiveness of implementation across the CMS Family. <u>Syn (1)</u> – Activity is internally focussed therefore few direct synergies with external organisations. Opportunities however, could exist after identification of gaps and proposed measures to close gaps could be to partner with an external organisation (6)	<u>LE (2)</u> – New mandate required to introduce implementation monitoring and indicators. <u>Fin (3)</u> – Cost of Implementation and Monitoring Officer. <u>Inst (2)</u> - Activity results in new staff member, of new staff member’s time. (7)	Medium <u>6</u>	Medium <u>7</u>	Low (-) <u>-1</u> The positive impact of this activity could be higher if only a proportion of the cost for the Implementation and Monitoring Officer’s time was attributed to the activity. In order for the activity to be considered on its own merits, the full cost for the Information Officer has been included within the impact assessment. The activity can help make the Convention more effective and therefore attractive. It can also help to releases resources.
Growth 7 Merger of existing CMS Family agreements (MoUs) with similar species.	<u>CE (3)</u> Development of common conservation programmes. Consolidating funds and resource which may focus efforts towards improved implementation of projects. <u>Int (4)</u> - It would avoid duplication. Release other staff for other duties	<u>LE (5)</u> - Text rewritten & Ratification. Existing signatories might be affected if they would not like the merger for one reason or the other. <u>Fin (3)</u> – Costs of renegotiation	High <u>9</u>	High <u>11</u>	Low (-) <u>-2</u> The negative impact of this activity is the required

	<p>within the convention OR save costs by terminating other unnecessary contracts where duplication has been identified. Releasing space and other resources for utilisation by other functions</p> <p><u>Syn (2)</u> - Develop synergies that could maximize the conservation outcomes for target species and their habitats.</p> <p>(9)</p>	<p><u>Inst (3)</u> - Some posts where functions are duplicated would need to be terminated or reallocated.</p> <p>(11)</p>			<p>renegotiation of the any of the agreements, which could put the agreement at risk and delay the work of the agreement during the renegotiation process.</p>
<p>Growth</p> <p>8 Merge CMS Family agreements with synergies based on geography and/or ecology</p>	<p><u>CE (3)</u> Benefiting from best practices of the other agreement.</p> <p><u>Int (4)</u> Minimizes institutional overlap. Access to wider expertise. Benefitting from recognition/the good reputation one agreement has established. Save resources.</p> <p><u>Syn (3)</u> - Develop synergies that could maximize the conservation outcomes for target species and their habitats.</p> <p>(10)</p>	<p><u>LE (5)</u> Text rewritten & Ratification. Existing signatories might be affected if they would not like the merger for one reason or the other.</p> <p><u>Fin (3)</u> – Costs of renegotiation</p> <p><u>Inst (3)</u> – Workload of existing staff increased to handle renegotiation but no additional staffing provided.</p> <p>(11)</p>	<p>High</p> <p><u>10</u></p>	<p>High</p> <p><u>11</u></p>	<p>Low (-)</p> <p><u>-1</u></p> <p>The negative impact of this activity is the required renegotiation of the any of the agreements, which could put the agreement at risk and delay the work of the agreement during the renegotiation process.</p> <p>In addition there could be both political and financial implications as well as competing and conflicting priorities. There may be a risk that certain priorities are favoured at the expense of the</p>

					other in setting priorities
Growth			High	High	Low (-)
9 Extending the scope of existing Agreements/MoUs rather than developing new Agreements/MoUs (e.g. AEWA and elephants MoU)	<p><u>CE (3)</u> - Enables a focus on the common threats and responses and ensures that best practice methods are applied. Establish interstate relations to best manage all the processes that underlie the management of migratory species across their respective territorial jurisdiction As many species face many of the same impacts and threats on their populations, habitats and ecosystems more broadly, extending remits could develop synergies that could maximise the conservation outcomes for target species and their habitats.</p> <p><u>Int (4)</u> Access to existing infrastructure. Economies of scale. Shared use of resources.</p> <p><u>Syn (3)</u> - Grouping based on the species' "habitat medium" can improve targeting of similar groups and stakeholders. Potential synergies shared across species groups.</p> <p>(10)</p>	<p><u>LE (3)</u> – Would require a 2/3 majority to alter Text.</p> <p><u>Fin (5)</u> - Increased implementation cost. High cost in arranging extraordinary meetings.</p> <p><u>Inst (3)</u> – During negotiation period, CMS staff workload increased.</p> <p>(11)</p>	<u>10</u>	<u>11</u>	<u>-1</u>
					<p>The negative impact of this activity is the high cost due to the initial investment required to arrange any meeting to negotiate the extended remit.</p> <p>Extensions may dilute the focus and ability to target measures. May be an imbalance in the attention given to one species/conservation objective at the expense of another.</p> <p>On the positive side this would need to be considered in terms of any long term savings gained from operating only 1 agreement rather than multiple agreements.</p>
Communication			High	Medium	Low (+)
10 CMS to coordinate communication across and within Agreements/MoU. Centralise press and media announcements and the implementation of species campaigns and public event. The coordination of CMS Family websites and CMS provide centralised awareness	<p><u>CE (3)</u> –Improved sharing of best practice, awareness raising to assist in conservation and improved access to resources.</p> <p><u>Int (4)</u>- Increased internal economies of scale through reduction in</p>	<p><u>LE (2)</u> – New mandate to recruit new staff.</p> <p><u>Fin (4)</u> - Increased staffing requirements and therefore increased costs. 1 new staff –</p>	<u>10</u>	<u>8</u>	<u>2</u>

raising on common/shared threats through publications and online resources, where this is practicable.	duplication of activities and resources by developing mechanisms to improve coordination among existing initiatives in order to most efficiently and effectively utilise available resources.	F/T Communications Officer.			
	<u>Syn (3)</u> – Improved awareness raising and marketing of programmes and development of external relationships.	<u>Inst (2)</u> – Little impact on existing staff due to recruitment of new member of staff.			
	(10)	(8)			
TOTALS			89	84	5 Low

Option 2: Decentralisation	Institutional Benefit	Institutional Detriment	Impact Benefit	Impact Cost	Total Impact
Strategy: Greater regional presence to improve localisation of activities through enhancement of services, personnel and partnership working with regional organisation.					
Planning 1 Closer partnership working with partner organisations (including NGOs) in neighbouring range states to assist in the coordination of conservation activities, 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	<u>CE (4)</u> - Increased implementation of programmes and action plans. More species under the Appendixes covered by projects. <u>Int (3)</u> - Economies of scale. Reducing overlaps. <u>Syn (4)</u> - Aids in translating international obligations into national and local environmental agendas. Potential for wider understanding. Raise profile of CMS/environmental issues in the sustainability arena.	<u>LE (1)</u> – May only require a policy to focus on partnership working. <u>Fin (3)</u> – Includes contributions to programmes and to an associate programme officer. <u>Inst (3)</u> – Impact on CMS requiring partnership development but with no additional staff provided.	High <u>11</u>	Medium <u>7</u>	Medium (+) <u>4</u> On the negative side, 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 CMS has (partly) subsidized, and is still currently subsidizing partnerships with NGOs in relation to e.g. coordination of MoU implementation. The

	(11)	(7)			<p>main factor limiting expansion of partnership with NGOs is in fact availability of financial resources.</p> <p>Another concern may be the dilution of focus from the CMS agenda. In addition, one would need to consider whether there was suitable regional presences already in existence where critical masses could be realised?</p>
<p>Planning</p> <p>2 Closer collaboration with UNEP regional offices, where appropriate, to assist with capacity building and technological support by CMS and its Family</p>	<p><u>CE (2)</u> - Local/regional knowledge enhanced, helping to improve conservation.</p> <p><u>Int (3)</u> Economies of scale, reduction in duplication of resource.</p> <p><u>Syn (3)</u> - Raises profile of subsidiary instruments within their range states and could enhance the development of partnerships with other organisations and interested parties.</p> <p>(8)</p>	<p>Dilution of focus.</p> <p><u>LE (1)</u> – Policy to initiative closer collaboration.</p> <p><u>Fin (2)</u> – Cost of a consultant to undertake gap analysis.</p> <p><u>Inst (1)</u> – Minor impact on CMS by providing assistance to consultant (limited duration).</p> <p>(4)</p>	<p>Medium</p> <p><u>8</u></p>	<p>Low</p> <p><u>4</u></p>	<p>Medium (+)</p> <p><u>4</u></p>
<p>Operational</p> <p>3 Establishment of new Agreements outside of the UNEP family (i.e. ACAP)</p>	<p><u>CE (2)</u> – May be more focussed locally and therefore more connected to local conservation initiatives.</p> <p><u>Int (1)</u> – It does not automatically lead to integration within the CMS Family and may in fact lead to separation from the Centre.</p>	<p><u>LE (2)</u> – Dependent on the Parties to determine whether this is their preferred. Require mandate.</p> <p><u>Fin (0)</u> – No cost to CMS</p> <p><u>Inst (1)</u> – Little to no impact on CMS.</p>	<p>Medium</p> <p><u>5</u></p>	<p>Low</p> <p><u>3</u></p>	<p>Low (+)</p> <p><u>2</u></p> <p>The positive impact of this activity is in reality a low medium. This score, however, does not imply that working outside of the UNEP</p>

	<p><u>Syn (2)</u> – Whilst it may deliver synergies with external organisations, the mere establishment of Agreements outside of the UNEP family does not automatically mean an increase in external synergies.</p> <p>(8)</p>				family will make an Agreement have a low to medium impact.
<p>Operational</p> <p>4 MoUs/Agreements collaborating and sharing office/personnel/resources (e.g. as per Abu Dhabi – Dugongs and Birds of Prey)</p>	<p><u>CE (3)</u> - Benefiting from best practices of the other agreement. Local/regional knowledge enhanced.</p> <p><u>Int (3)</u> - Save resources. Greater integration. Minimizes institutional overlap. Access to wider expertise. Benefiting from recognition/the good reputation one agreement has established. Cooperating and sharing resources – share administrative resources allowing for mutual assistance and logistical support.</p> <p><u>Syn (2)</u> - Synergies based on administrative and IT issues.</p> <p>(8)</p>	<p><u>LE (2)</u> – Mandate required.</p> <p><u>Fin (2)</u> – Cost of establishing partnership.</p> <p><u>Inst (3)</u> – CMS assist in developing partnership but no additional staff.</p> <p>(7)</p>	<p>Medium</p> <p><u>8</u></p>	<p>Medium</p> <p><u>7</u></p>	<p>Low (+)</p> <p><u>1</u></p> <p>On the negative side instruments at a key stage in development may suffer from a loss of focus if involved in synergistic amalgamation with other instruments.</p> <p>There might be political reluctance among some Range States if regional clusters are located elsewhere.</p> <p>There may be competing and conflicting priorities between agreements as well as political and financial implications. Competing and conflicting priorities.</p>
<p>Measuring</p> <p>5 Develop regional hubs for MEA implementation to identify synergies and linkages between MEAs and avoid</p>	<p><u>CE (3)</u> – Access to joint working programmes and conservation activities. Can help to promote and facilitate concentrated conservation</p>	<p><u>LE (1)</u> – Policy required</p> <p><u>Fin (3)</u> – Contribution to hub</p>	<p>High</p> <p><u>9</u></p>	<p>Medium</p> <p><u>5</u></p>	<p>Medium (+)</p> <p><u>4</u></p>

<p>duplication in projects and activities. E.G. SPREP</p>	<p>action.</p> <p><u>Int (3)</u> – Assist agreements within the same region to share resources and avoid duplication of effort. Help to avoid duplication in projects and activities.</p> <p><u>Syn (3)</u> – Links to other NGOs, MEAs and other stakeholders involved with the regional hub.</p> <p>(9)</p>	<p>activities.</p> <p><u>Inst (1)</u> – Little impact on CMS.</p> <p>(5)</p>			
<p>Measuring</p> <p>6 Establishment of external assessment and monitoring of effectiveness (for example by UNEP-WCMC) (This would include harmonisation of data collection, storage, management and analysis).</p>	<p><u>CE (3)</u> – Access to MEA data may assist in a more harmonised approach to conservation programmes drawing on habitat and ecosystem data as well as species information.</p> <p><u>Int (3)</u> - Potential for reducing duplication. Greater access to information.</p> <p><u>Syn (3)</u> - Synergies at MEA level.</p>	<p><u>LE (2)</u> – Mandate required.</p> <p><u>Fin (3)</u> – Cost of paying external source.</p> <p><u>Inst (3)</u> – CMS workload increased with no additional staff.</p>	<p>Medium</p> <p><u>9</u></p>	<p>Medium</p> <p><u>8</u></p>	<p>Low (+)</p> <p><u>1</u></p> <p>On the negative side this may not result in economies of scale. Reporting burden could potentially be increased. Centralising the monitoring function could result in unreliable data collected by researchers who do not have knowledge of the specific areas.</p> <p>On the positive side the monitoring may potentially be more independent and more reliable assessment (avoid</p>

	(7)	(8)			any potentially bias information from national reporting).
Growth 7 Regionalize conservation efforts by having local outposts with assistance from UNEP, NGOs and MEAs.	<p><u>CE (3)</u> - Access to wider scope of expertise, including expertise on related issues. Regionalisation may allow more effective consideration of necessary capacity building activities by providing a better understanding of regional issues.</p> <p><u>Int (2)</u> – Need not result in integration within the CMS Family but may result in small scale integration between regional CMS outposts.</p> <p><u>Syn (3)</u> - Raises profile of subsidiary instruments within their range states and could enhance the development of partnerships with other organisations and interested parties.</p>	<p><u>LE (2)</u> – Mandate required permitting increase in regional presence by establishing local outposts.</p> <p><u>Fin (2)</u> – Small contribution to fundraising activities and to technical coordinator.</p> <p><u>Inst (3)</u> – To establish outposts and assist in fundraising but with no additional staffing.</p>	Medium <u>8</u>	Medium <u>7</u>	<p>Low (+) <u>1</u></p> <p>On the positive side, this can help to introduce subsidiarity (decisions being taken at a level appropriate to the problem they address).</p> <p>On the negative side, there may be remoteness from CMS Secretariat in Bonn. In addition, 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>
Growth 8 Have a presence in each of the CMS administrative regions with assistance from UNEP, NGOs and MEAs.	<p><u>CE (2)</u> – Possible joint programmes based on common issues with other institutions.</p> <p><u>Int (2)</u> – Need not result in integration within the CMS Family but may result in small scale integration between regional CMS outposts.</p>	<p><u>LE (2)</u> – Mandate required.</p> <p><u>Fin (2)</u> – Financial contribution to CMS contact in the Region.</p> <p><u>Inst (1)</u> – Little institutional impact.</p>	Medium <u>7</u>	Medium <u>5</u>	<p>Low (+) <u>2</u></p>

	<p><u>Syn (3)</u> - Potential access to States not a Party to CMS but to another MEAs (e.g. CITES) and therefore opportunity to undertake collaborative actions under CMS that would influence some Parties actions, where they are not a signatory to both conventions.</p> <p>(7)</p>	<p>(5)</p>			
<p>Communication</p> <p>9 Work with local and indigenous communities</p>	<p><u>CE (4)</u> Develop local incentives for conservation and ownership. Ownership of conservation programmes by local communities who are mostly involved in the utilisation of natural resources and who mostly benefit from ecosystem services. Improve on the ground conservation.</p> <p><u>Int (2)</u> Need not result in integration within the CMS Family but may result in small scale integration between local focal points.</p> <p><u>Syn (3)</u>- Raise awareness of profile. Synergistic relationship of knowledge sharing. Better able to deal with human threat to migratory species.</p>	<p><u>LE (1)</u> – Policy decision required.</p> <p><u>Fin (2)</u> – Cost to establish relationships.</p> <p><u>Inst (1)</u> – Little impact on CMS workload other than establishment of relationships.</p>	<p>High</p> <p><u>9</u></p>	<p>Low</p> <p><u>4</u></p>	<p>High (+)</p> <p><u>5</u></p> <p>Whilst this has a high positive impact, the activity is not without negative impacts and needs to be considered in light of these. Whilst there may be limited costs implications to the CMS, there are still likely cost in relation to adaptation and translation of relevant material for local and indigenous communities. Costs for training. Need to secure support from local government and competitive interests. Capacity of involvement. Shift limited outreach capacity from primary clients, i.e. governments. If choose the wrong NGO there might be</p>

	(9)	(4)			serious problems with Parties. Local/indigenous communities need to derive benefits from conservation.
TOTAL			74	50	24 High

Option 3: Ideal	Institutional Benefit	Institutional Detriment	Impact Benefit	Impact Cost	Total Impact
------------------------	------------------------------	--------------------------------	-----------------------	--------------------	---------------------

Strategy: 1. CMS and CMS Family having global reach and greater influence amongst international Conventions.

2. Enhance partnerships with non-environmental international organizations (e.g. WHO, WTO).

Planning	<u>CE (2)</u> – Redirecting resources saved from improved prioritisation to implementation measures.	<u>LE (3)</u> – 2/3 majority for standard alteration.	Medium	High	Medium (-)
1 Prioritizing and coordinating, meetings of COPs, MOPs, MOSSs, Scientific Committee, working groups etc	<u>Int – (4)</u> -Economies of scale. Reduction of overlaps. Shared meetings can facilitate dialogue among treaties and facilitate harmonisation. <u>Syn (2)</u> - Coordinated meetings may allow external organisations to attend as the cost of travel to multiple meetings would be reduced.	<u>Fin (5)</u> – High cost to implement this activity as it includes contribution to delegate travel to extraordinary meetings. <u>Inst (3)</u> – Increased activity for a limited duration for the CMS.	<u>8</u>	<u>11</u>	<u>-3</u> This records a low negative score because of the initial cost to coordinate the meetings. This must be considered in light of the potential positive medium to long term savings from coordinated meetings, these include for example the cost of travel for staff, interpreters, and both sponsored delegates and self-funded Parties to more than one treaty.

	(8)	(10)			
Planning			High	High	Low (+)
2 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><u>CE (3)</u> - Raise awareness of the status and role of migratory species in biodiversity conservation debates (post 2010 strategies, migratory species as indicators). Potential for wider understanding (e.g. habitat impacts). Understanding of common threats.</p> <p><u>Int (3)</u> -Economies of scale. Improve joint problem identification and foster cooperative solutions.</p> <p><u>Syn (4)</u> - Synergistic relationship of knowledge sharing. Potential access to States not a Party to CMS but to another MEAs (e.g. CITES) and therefore opportunity to undertake collaborative actions under CMS that would influence some Parties actions, where they are not a signatory to both conventions.</p>	<p><u>LE (2)</u> – Mandate required.</p> <p><u>Fin (5)</u> – Cost of this activity can be lower as it includes the full cost of an F/T Inter. Liaison Coordination Officer. If employed, the cost can be spread across a number of activities, resulting in a reduced financial impact for this particular activity.</p> <p><u>Inst (2)</u>– With the introduction of a new staff member little impact on current CMS staffing.</p>	<u>10</u>	<u>9</u>	<u>1</u>
	(10)	(9)			On the positive side, this activity can assist to raise the profile of CMS/environmental issues in the sustainability arena.
Operational			High	Medium	Low (+)
3 Increase agreement Staff	<p><u>CE (3)</u> - Increased level of staffing can liberate current staff allowing more concentration on other activities (e.g. implementation)</p> <p><u>Int (4)</u> - New recruits to concentrate on integrating resources across the CMS Family. Increased internal economies of scale through reduction in duplication of activities and resources by developing mechanisms to improve coordination</p>	<p><u>LE (2)</u> – Mandate required.</p> <p><u>Fin (5)</u> - Very high costs to introduce the additional staff required under this activity.</p> <p><u>Inst (1)</u> - Will require minor input from existing staff in the recruitment and supervision of new recruits.</p>	<u>10</u>	<u>8</u>	<u>2</u>
					The benefit of the activity outweighs the costs of the activity with medium positive impact to the CMS and the

	<p>among existing initiatives in order to more efficiently and effectively utilise available resources. Improved coordination and cohesion of services.</p> <p><u>Syn (3)</u> - With addition of communication officer increased ability to develop partnerships and relationships with external organisations.</p> <p>(10)</p>				<p>CMS family.</p> <p>The main impact of the additional staff is the impact this increase will have on the other activities listed under Option 1.</p> <p>On the negative side, this will require additional contributions from Parties.</p>
<p>Operational</p> <p>4 Development of a MoU Unit to coordinate MoU activities.</p>	<p><u>CE (4)</u> – Can assist in identifying gaps in implementation and also may identify best practice.</p> <p><u>Int (4)</u> – Can provide better understanding of whether different instruments address similar issues. Improve utilisation of available resources, avoid duplication of effort and promote consistency.</p> <p><u>Syn (4)</u> – Improved resources to develop external relationships.</p> <p>(12)</p>	<p><u>LE (2)</u> – Mandate required.</p> <p><u>Fin (5)</u> – The high cost represents the cost of 2 new F/T staff.</p> <p><u>Inst (4)</u> – Require a new specialised unit with specialised staffing.</p> <p>(11)</p>	<p>High</p> <p><u>12</u></p>	<p>High</p> <p><u>11</u></p>	<p>Low (+)</p> <p><u>1</u></p> <p>The positive impact of this activity is that it can assist in identifying inactive MoUs. There are a number of economies of scale through shared resources.</p> <p>On the negative side, it may result in an increased reporting burden.</p>

<p>Operational</p> <p>5 Create a migratory species scientific data hub, which would facilitate the use of migratory species data as an indicator of climate change.</p>	<p><u>CE (3)</u> – Can assist in improved identification of problems and allow for the development of solutions. Increased sharing of expertise and knowhow on shared issues.</p> <p><u>Int (4)</u> – Reduces overlaps. Identifies in gaps in data. Exchange of data and encourages integration. Improves analysis and comparison of data allowing for better analysis of gaps and inconsistencies.</p> <p><u>Syn (3)</u> – Provide valuable indicator data to other MEAs, NGOs on any changes to biodiversity, climate change. Improve role of CMS at the international level.</p> <p>(10)</p>	<p><u>LE (2)</u> – Mandate required.</p> <p><u>Fin (5)</u> – High costs include the recruitment of a F/T Hub Officer and the cost of a data capture tool based on the CSN tool.</p> <p><u>Inst (4)</u> – New specialist activity established with new specialist staff.</p> <p>(11)</p>	<p>High</p> <p>10</p>	<p>High</p> <p>11</p>	<p>Low (-)</p> <p>-1</p> <p>On the positive side, the high initial investment cost of developing the hub can be reduced over the long term due to the reduced costs gained across agreements due to the maintenance of multiple platforms, reduced costs of updating technology through time and volume-savings with service providers</p> <p>In addition other savings can be gained by avoiding multiple investment of time in design, maintenance, and engagement with service providers.</p>
<p>Operational</p> <p>6 Information Management and reporting systems which are fully integrated across the CMS Family</p>	<p><u>CE (3)</u> - Increased sharing of expertise and knowhow on shared issues. Liberation of staff time, allowing them to concentrate on treaty implementation.</p> <p><u>Int (4)</u> - Sharing data. Reduces the duplication of reporting requirements and the amount of time spent on completing multiple reports. Improves analysis and comparison of data allowing for better analysis of gaps and inconsistencies.</p> <p>Harmonisation of reporting systems under one structure reduces the amount of time</p>	<p><u>LE (2)</u> - Mandate required</p> <p><u>Fin (5)</u> – Very high cost due to software costs for information management system and training workshops. The cost of this activity can be lower as it includes the full cost of 2 F/T staff. If employed, the cost can be spread across a number of activities, resulting in a reduced financial impact for this particular activity.</p>	<p>High</p> <p>10</p>	<p>High</p> <p>11</p>	<p>Low (-)</p> <p>-1</p> <p>The low negative is influenced by the cost of the new recruits however as the manpower time of the new recruits could be spread over a number of the activities, the direct cost to this activity can be reduced.</p>

	<p>spent reporting under numerous different systems.</p> <p><u>Syn (3)</u> - Assist in comparing progress, quality of work, identification of gaps and assist in an integrated approach to developing solutions.</p> <p>(10)</p>	<p><u>Inst (4)</u> – Would result in changes to the institutional framework and would be dependent on new staffing.</p> <p>(11)</p>			<p>On the positive side, the activity can provide a level playing field for all Parties/Signatories.</p> <p>In addition, over the medium to long term there may be reduced costs from shared, maintenance of multiple platforms, reduced costs of updating technology through time and volume-savings with service providers.</p> <p>A cheaper alternative to the purchase of software could be the use of off-the-shelf software rather than development of dedicated packages.</p> <p>On the negative side, there are inequalities in the level of IT and technical capacity across different Parties. Due to asymmetrical IT infrastructure a level playing ground may be difficult to achieve.</p>
<p>Measuring</p> <p>7 Suspension of redundant MoUs with monitoring to be</p>	<p><u>CE (2)</u> – Little direct impact on conservation effort, although saved costs could be directed to conservation</p>	<p><u>LE (3)</u> - 2/3 majority required for standard alteration to text.</p>	<p>Low</p>	<p>Medium</p>	<p>Low (-)</p>

<p>carried out by MoU Unit and coordinated by CMS.</p>	<p>programmes.</p> <p><u>Int (2)</u> – Little direct impact on integration, although it can liberate resources and other MoUs can learn from the identified problems.</p> <p><u>Syn (1)</u> – Little direct impact on synergies.</p> <p>(5)</p>	<p><u>Fin (2)</u> – Cost is attributed to the contracting of a consultant to develop the monitoring criteria.</p> <p><u>Inst (2)</u> – Small role for current staff but activity supported by new MoU staff.</p> <p>(7)</p>	<p><u>5</u></p>	<p><u>7</u></p>	<p><u>-2</u></p> <p>On the positive side this would assist in the prioritization of resources, help in the identification of lessons learnt for future agreements. It could also lead to the release of resources to other priority areas.</p> <p>On the negative side, some of the other issues relating to this activity include the development of relevant criteria for deciding if a MoU is redundant. This would require an evaluation process.</p> <p>Other issues include what would happen to the staff allocated to those agreements identified as redundant. Would there be a cost of deploying this staff.</p>
<p>Growth</p> <p>8 Encourage all range states to become Parties/Signatories to CMS and CMS Family</p>	<p><u>CE (3)</u> – Improved Global reach, therefore all migratory paths covered allowing for improved conservation programmes across the entire route.</p> <p><u>Int (2)</u> – Need not directly lead to</p>	<p><u>LE (1)</u> – Policy required.</p> <p><u>Fin (3)</u> – Cost represents 25% of the new Communication Officer’s time</p> <p><u>Inst (2)</u> – A proportion of CMS</p>	<p>Medium</p> <p><u>7</u></p>	<p>Medium</p> <p><u>6</u></p>	<p>Low (+)</p> <p><u>1</u></p> <p>On the positive side can assist in providing additional funding, which can assist</p>

	<p>integration but may result in improved funding opportunities, which could lead to better use of resources.</p> <p><u>Syn (2)</u> – May not necessarily lead to improved synergies but may introduce new potential external organisations.</p> <p>(7)</p>	<p>staff time but not major due to the recruitment of new staff.</p> <p>(6)</p>			<p>providing additional resources. Can lead to global coverage.</p> <p>On the negative side may involve a longer negotiation period for resolutions, agreements, etc.</p>
<p>Communication</p> <p>9 The development of new multimedia platforms for example video conferencing to enhance communications across CMS Family and with external organisations.</p>	<p><u>CE (2)</u> – Improved communication to assist in the sharing of knowledge and know-how, which can assist conservation efforts.</p> <p><u>Int (4)</u> - Improved internal communications. Reduce costs of travel to multiple meetings.</p> <p><u>Syn (3)</u> – Improved communication can assist external bodies to participate in meetings and sharing of knowledge.</p> <p>(9)</p>	<p><u>LE (0)</u> – No legal impact.</p> <p><u>Fin (2)</u> – Cost represents the contracting of a consultant to develop multimedia and to train staff.</p> <p><u>Inst (2)</u> – A proportion of CMS staff time but not major due to the recruitment of new staff.</p> <p>(4)</p>	<p>High</p> <p><u>9</u></p>	<p>Medium</p> <p><u>4</u></p>	<p>High (+)</p> <p><u>5</u></p> <p>On the negative side not everyone will have access to multimedia systems or appropriate IT systems.</p>
<p>Communication</p> <p>10 Run awareness campaigns to ensure that CMS is recognised by the public, academic institutions, inter organisations and others as the global leader in the protection of migratory species</p>	<p><u>CE (3)</u> – Increase awareness of CMS and also conservation programmes, which could lead to new partners and resources to assist conservation efforts.</p> <p><u>Int (3)</u> – Can assist in economies of scale, shared resources.</p> <p><u>Syn (3)</u> - Improve awareness, increase potential partnerships.</p>	<p><u>LE (0)</u> – No legal impact.</p> <p><u>Fin (3)</u> – Cost represents 75% of the Communication Officer’s time. Also includes promotional website tools.</p> <p><u>Inst (2)</u> – Little impact on current staff as new staff employed.</p>	<p>High</p> <p><u>9</u></p>	<p>Medium</p> <p><u>5</u></p>	<p>Medium (+)</p> <p><u>4</u></p> <p>On the positive side through increased awareness this could increase potential funding sources.</p> <p>On the negative side is the initial cost of developing</p>

					publicity/marketing materials.
		(9)	(5)		The cost of the new recruits has a high financial impact on this activity however as the manpower time of the new recruits is spread over a number of the activities under this activity, the direct cost to this activity can be reduced.
TOTAL			90	83	7 Low

Option 4: Low Cost	Institutional Benefit	Institutional Detriment	Impact Benefit	Impact Cost	Total Impact
<p>Strategy: Greater cooperation at local level between existing agreements through working together on common/shared issues this could include habits and ecosystems and climate change adaptation and/or mitigation. (Includes: Working on multi species projects (species group) at the project and agreement level to improve on the ground conservation status. Mapping of location of field activities of other MEAs, NGOs, and other partners. Map out where there are common missions in the field (include UNEP in this exercise). Link to UNEP current work on strategic location of offices.)</p>					
<p>Planning</p> <p>1 Create criteria against which to assess proposed new potential agreements. The criteria are to include scientific need, existing and potential synergies (internally and externally) funding criteria, existence of a volunteer coordinator and the added value of CMS involvement. 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 -</p>	<p><u>CE (2)</u> – Could potential lead to improved implementation and conservation in the long term.</p> <p><u>Int (3)</u> – Can assist in delivering a coordinated approach to agreement development. Can help to reduce the drain on CMS Secretariat. May assist in focusing resources where most needed and subsequently reduce wastage. Can help to identify gaps.</p>	<p><u>LE (2)</u> – Requires a new mandate.</p> <p><u>Fin (2)</u> – Costs to cover employment of a consultant to develop the criteria, plus translation of criteria.</p> <p><u>Inst (3)</u> – Impact on current staffing workload in assisting consultant, with no additional</p>	<p>Medium</p> <p><u>8</u></p>	<p>Medium</p> <p><u>7</u></p>	<p>Low (+)</p> <p><u>1</u></p> <p>The positive elements of this activity could be that the more efficient development process may make new agreements more attractive to some States. This could increase the influence of CMS amongst MEAs. It could</p>

<p>Improve identification of priority objectives and prioritize current activities.)</p>	<p><u>Syn (3)</u> – May help to obtain Global coverage, which may lead to greater access to other external partners. In turn this may lead to improved joint work programmes with other MEAs and NGOs.</p> <p>(8)</p>	<p>staff.</p> <p>(7)</p>			<p>potentially increase funding over the long term.</p> <p>On the negative side, there could be potential for disagreement. 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>May or may not lead to more joint work programmes with other MEA and NGOs.</p>
<p>Operational</p> <p>2 Parties/Signatories to translate guidance documents into local languages to assist implementation.</p>	<p><u>CE (3)</u> - Assist in increasing implementation. Raises awareness. Increase ownership. Capacity building.</p> <p><u>Int (3)</u> - Improves integration at local level</p> <p><u>Syn (3)</u> - Encourage new Parties and/or Signatories.</p>	<p><u>LE (1)</u> – Policy required.</p> <p><u>Fin (1)</u> – No immediate direct impact on the budget of the CMS, however many Parties and/or Signatories may not have the relevant funds to undertake the translation. Low score reflects only the lack of financial impact on the CMS.</p> <p><u>Inst (1)</u> – Little to no impact on the CMS staffing as translation to be undertaken by Parties and/or Signatories.</p>	<p>High</p> <p><u>9</u></p>	<p>Low</p> <p><u>3</u></p>	<p>High (+)</p> <p><u>6</u></p> <p>Whilst this activity has a high positive impact, there are still other potential negatives to be considered. On the negative side if all Parties are required to translate documents, many of the developing countries would require financial support. If no financial support for developing countries there may be a disparity between Parties and</p>

	(9)	(3)			Signatories.
Operational	<p><u>CE (2)</u> – May have no direct impact on conservation but could liberate current staff time within the CMS Family to concentrate on conservation programmes.</p> <p><u>Int (3)</u>- May not lead to any direct improvements in integration but in the long term could develop economies of scale shared skills and knowledge across the CMS Family.</p> <p><u>Syn (3)</u>– If drawn from external organisations can offer opportunity to develop share knowledge and capacity building. Increased sharing of expertise and knowhow on shared issues.</p>	<p><u>LE (1)</u> - Would only require a policy to supplement current staffing levels from external sources such as secondees, interns and/or consultants.</p> <p><u>Fin (2)</u>– No significant financial cost to CMS, except the cost of potential consultants.</p> <p><u>Inst (3)</u>– CMS time spent on training and induction of interns and secondees.</p>	Medium	Medium	Low (+)
3 Assess sources for improving current staffing compliment (e.g. UNEP, CMS Family’s own staff, Parties, secondments, interns and consultants) including international staff exchange and traineeship.	(8)	(6)	<u>8</u>	<u>6</u>	<u>2</u>
					<p>On the positive side, this could provide a potential source of new staffing at no additional cost. It could also provide a potential source of additional expertise not currently available.</p> <p>On the negative side increased access to interns, secondees and consultants does not provide a permanent solution to staffing compliment.</p>
Measuring	<p><u>CE (3)</u> - Implementation is assessed at highest decision making level (COP). Monitoring of implementation could elevate the importance of implementation across Parties resulting in improved action.</p> <p><u>Int (3)</u> - Could assist in releasing resources for improved integration. Monitoring could lead to the identification of best practice, which could be shared across the CMS Family.</p> <p><u>Syn (0)</u> – An internal mechanism for</p>	<p><u>LE (1)</u> – Policy required.</p> <p><u>Fin (1)</u> – Initial cost of consultant to develop policy.</p> <p><u>Inst (3)</u> – CMS required to assist consultant and report to COP with no additional staffing.</p>	Medium	Medium	Low +
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)			<u>6</u>	<u>5</u>	<u>1</u>
					<p>On the positive side, this activity could assist in identifying inactive MoUs. It also allows for the assessment of agreements at the correct decision making level (COP). In addition, it may make the Convention more effective</p>

	<p>increased effectiveness and therefore may not lead to any direct connections with external organisations.</p> <p>(6)</p>	<p>(5)</p>			<p>and therefore attractive to other States currently not Parties to the Convention.</p> <p>On the negative side, the causality of impact may be difficult to measure. In addition, this activity could lead to an increased reporting burden on the Parties/Signatories.</p>
<p>Growth</p> <p>5 Encourage more NGOs to become Signatories to MoUs and Encourage more Range States to become Parties/Signatories to CMS and CMS Family.</p>	<p><u>CE (3)</u> – Increased NGO involvement in MoUs may provide a potential access to data held by NGOs, allowing for more informed decision making relating to conservation programmes. Increase access to new partners for on the ground conservation activities.</p> <p><u>Int (2)</u> – May provide additional supply of resources for agreements. Allowing for better use of internal resources.</p> <p><u>Syn (4)</u> - Increased capacity through additional resources with external organisations. Raises profile of subsidiary instruments within their range states and could enhance the development of partnerships with other organisations and interested parties. Access to States not a Party to CMS but to another MEA (e.g. CITES) and therefore opportunity to undertake collaborative actions under</p>	<p><u>LE (1)</u> – Policy to actively encourage NGOs to be more involved in agreements.</p> <p><u>Fin (2)</u> – Cost of publicity campaign.</p> <p><u>Inst (3)</u> – CMS staff required to assist in publicity awareness campaign but no additional staff resource.</p>	<p>High</p> <p><u>9</u></p>	<p>Medium</p> <p><u>6</u></p>	<p>Medium (+)</p> <p><u>3</u></p> <p>On the negative side, it may be necessary to make sure that NGOs are adhering to the fundamental principle of CMS. In addition, there may be a potential objection in some countries to the increased role of NGOs. There may be an imbalance in Party States as there may be a lack of sufficient expertise in the different States.</p> <p>Other considerations may include the need to Overcome some suspicions about the</p>

	<p>CMS that would influence some Parties actions, where they are not a signatory to both conventions.</p> <p>(9)</p>				<p>role of partnerships and concerns about loss of CMS remit. In addition, consideration may needed in relation to the costs in developing appropriate guidelines for operations with external partners.</p>
<p>Growth</p> <p>6 Agreements and MoUs focused only on migratory species.</p>	<p><u>CE (2)</u> More focus on conservation needs of migratory species and reduce resources spent on coverage of trans-boundary species.</p> <p><u>Int (2)</u> – May lead to limited integration through improved focus.</p> <p><u>Syn (2)</u> – May provide opportunities to make external links with specifically focused partners.</p> <p>(6)</p>	<p><u>LE (3)</u> – Would require a standard alteration to the Convention requiring a 2/3 majority. This would apply to future Agreements and MoUs and not existing agreements.</p> <p><u>Fin (0)</u> – Could be undertaken at a scheduled COP and therefore no additional cost.</p> <p><u>Inst (3)</u> – Would need to prepare relevant documents for the COP (limited duration).</p> <p>(6)</p>	<p>Medium</p> <p><u>6</u></p>	<p>Medium</p> <p><u>6</u></p>	<p>Low (+)</p> <p><u>0</u></p>
<p>Communication</p> <p>7 Support current scientific data hub currently under development (IPBES) and continue to support the development of existing implementation hubs (Tematea, UNEP-WCMC, IOSEA and AEWa).</p>	<p><u>CE (2)</u> - Improved implementation. Better conservation of species. Increased effectiveness of agreements. Greater specialization.</p> <p><u>Int (3)</u> - Sharing knowledge. Improving the quality of data and information. Economies of scale.</p> <p><u>Syn (3)</u> - Synergies at international level. Greater awareness raising within governments of best practice and of</p>	<p><u>LE (1)</u> – New mandate required.</p> <p><u>Fin (3)</u> – Cost of utilising existing systems.</p> <p><u>Inst (3)</u> – CMS required to liaise with existing data hubs with no additional staffing.</p>	<p>Medium</p> <p><u>8</u></p>	<p>Medium</p> <p><u>7</u></p>	<p>Low (+)</p> <p><u>1</u></p> <p>On the negative side, this may result in distance and detachment from on the ground activities. It may already be possible to undertake these activities in-</p>

	challenges.				house. This may result in duplication of effort and dilution in the quality of data. There may be a question over the willingness of scientific bodies to collaborate and share knowledge. It may also be too ambitious if all monitoring of implementation is required across all MEAs. Intellectual property rights could be an issue.
	(8)	(7)			
8 Communication Produce CMS website in 3 languages.	<u>CE (2)</u> – Can assist in capacity building, assisting in developing local knowledge and therefore potential improvements on the ground. <u>Int (3)</u> Greater sharing of knowledge. Reduces exclusion and increases integration. Increase ownership <u>Syn (2)</u> Encourage new Parties/Signatories. (7)	<u>LE (2)</u> – May require a new mandate. <u>Fin (2)</u> – Cost of translating website pages but not documents. <u>Inst (3)</u> – CMS would be responsible for directing the translation with no additional resources. (7)	Medium <u>7</u>	Medium <u>7</u>	Neutral <u>0</u>
TOTAL			54	40	14 Medium

ANNEX VII: ACTIVITIES TABLE (DEVELOPED AT ISWGoFS MEETING 1-2 JULY 2010)

Table 8: Working Group Activities Table

ACTIVITIES	ADVANTAGES MAJOR	QUESTIONABLE	Comments
Integrated conservation programme (9.13 3.1)			
Co-location and/or localization of coordination units (MoUs)/secretariats (Agreements) based on geography, common threats Long term – short term	<p>Greater on the ground presence (species conservation). Raise profile & awareness of CMS (benefits from regional presence) Raise local ownership and incentives for adhering to CMS France</p> <p>Implementation of agreements Incentive for adhering to CMS Cuba</p> <p>CMS Sec The coordinating/ servicing role a normal MEA Secretariat has and the real implementation in the field should not be confused. While for running a concrete project, presence in the field is needed, it is questionable whether that is also needed for the day-to-day work of a Secretariat.</p>	<p>Economies of scale (Logistics High level recruitment difficulties Support from Bonn Sec. Macro level management)? Synergies (staffing, effects in the field, programmes, threats)?</p> <p>CMS Sec Does this also include extra costs for renting and maintenance of an Office? There might be a disadvantage due to less day-to-day communication possibilities.</p>	<p>South Africa co-locarion and localisation are two different things and will have different advantages. For example the advantages listed here seems to be advantages of localisation. The advantages of co-location would be:</p> <ol style="list-style-type: none"> 1. Enhance sharing of resources, experience and knowledge 2. sharing of best practice 3. strengthening relationships with other MoUs and agreements if co-located with them 4. advantage of gaining more recognition if co-located with a recognised agreements/institution, this means that if co-location is an option this should be well thought of and be very strategic for maximum benefits
Merger of existing agreements (MoUs) with similar remit (e.g. species) (Hard)	<p>Development of common conservation programmes. Develop synergies that could maximize the conservation outcomes for target species and their habitats. would be cost effective since</p> <ol style="list-style-type: none"> 1. it would avoid duplication 2. release other staff for other duties within the convention OR save costs by terminating other unnecessary contracts 	<p>Economies of scale (Agreements) Text rewritten & Ratification</p> <ol style="list-style-type: none"> 1. Some posts where functions are duplicated would need to be terminated or reallocated to other sections and this would involve people's rights and likings which would make it very difficult to implement 2. existing signatories might be affected 	

	<p>where duplication has been identified</p> <p>3. releasing space and other resources for utilisation by other functions</p> <p>South Africa</p>	<p>if they would not like the merger for one reason or the other South Africa</p> <p>CMS Sec There is always a risk of losing some of the provisions when the negotiations of an agreement are re-opened.</p>	
<p>Extending the scope of existing Agreements rather than the development of new Agreements (e.g. flyways)</p>	<p>Access to existing infrastructure.</p> <p>Economies of scale.</p>	<p>Whether the extensions will dilute to focus and ability to target measures. UK</p> <p>Cuba</p> <p>Dilution of focus</p> <p>Increased implementation cost</p> <ol style="list-style-type: none"> 1. the staff would need to be reviewed to ensure that necessary skills for the extended functions are available 2. like in the merger, existing membership might be affected 3. 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>South Africa</p> <p>CMS Sec There might be a the risk that in case of extending the geographical scope of the agreement the new area might get less attention then 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>benefit</p>
<p>Working on multi species projects Species group – project and agreement level</p>	<p>Synergies.</p> <p>Integration.</p> <p>Economies of scale</p> <p>Reducing overlap.</p> <p>More species under the Appendixes covered by projects Cuba</p>	<p>Dilution UK</p> <p>Dilution of focus Cuba</p> <p>setting priorities might affect the conservation of certain species which might not be prioritised South Africa</p>	

<p>Merging of existing agreement secretariats with similar remit (e.g. species) (Soft) Species group – admin level</p>	<p>Simpler process (no rewrite/ratification) Improve utilization of available resources, avoid duplication of effort and promote consistency Cuba 1. saving resources/economies of scale 2. sharing experience and information 3. improve relationships and prevent working in silos and thereby improving delivery S. Af</p> <p>CMS Sec Improve synergies in the implementation of the instruments concerned An added value could also be that instead of two small secretariats, there could be a bigger secretariat that would allow to differentiate personnel tasks.</p>	<p>Transition still requires the “soft” approval of each Agreement’s Parties UK Egos? (who's better than who) (who has more recognition than who; who has more members than who; who is older than who in terms of coming to force; etc? Competitive spirit instead of complementing each other? S.Af</p> <p>It might be problematic to prioritize projects on objective criteria, may face difficulties in reconciling global versus local. Kenya</p> <p>CMS Sec Economies of scale</p>	
<p>Greater cooperation between existing agreements (working together on common/shared issues) Internal synergies at Conservation level</p>	<p>Synergies Common conservation programmes Reduce overlap strengthened relationships sharing of resources sharing of expertise/knowledge quality peer reviewed products S.Af</p>	<p>Egos? (who's better than who) (who has more recognition than who; who has more members than who; who is older than who in terms of coming to force; etc? Competitive spirit instead of complementing each other? S.Af</p>	
<p>ACTIVITIES</p>	<p>ADVANTAGES MAJOR</p>	<p>QUESTIONABLE</p>	<p>COSTS</p>
<p>Implementation of existing agreements (9.13 3.2)</p>			
<p>Coordination unit for monitoring of the effectiveness and successful strategies of MoUs. Centralisation of implementation Development and/or utilization of indicators Possible establishment of external</p>	<p>Will provide better understanding of whether different instruments address similar issues. Identify gaps in implementation Identify best practice Identify inactive MoUs.</p>	<p>Economies of scale – staff level Reporting burden (increased)</p>	

<p>assessment of effectiveness (Can be undertaken by UNEP-WCMC) France</p> <p>CMS Sec It might be worth indicating that as an Agreements Unit already exists, which is tasked with the development of new agreements/MoUs and the servicing of existing ones, the proposed establishment of an MoU Coordination Unit would imply the separation of the Agreement Development and Agreement Services functions, the alternative being of course the strengthening of the existing Agreements Unit.</p>	<p>CMS Sec Or MOU/ Agreements that are redundant because other more stronger instruments are in place e.g. the MoU on Slenderbilled Curlew is covering the same geographic area as AEWA. Identify resourcing issues.</p> <p>Independent and more reliable assessment (avoid potentially biased information from national reporting) France</p>		
<p>Introduction of compliance mechanisms (incentive and enforcement) to ensure effectiveness (CMS Family – MoUs and Agreements). Centralisation – legal change</p>	<p>Incentive to join CMS Incentive – assist (support, encourage?)encourage) Parties to comply with obligation Capacity building Greater integration across CMS Family</p>	<p>Lengthy discussions to agree compliance Resolution at CoP? UK Complicated process of negotiation Cuba Only applicable to member states? And hence not encouraging new members unless attractive incentive are available for those who comply than sanctions to those who do not comply. S. Af I support South Africa comments Kenya</p> <p>CMS Sec Introducing a compliance mechanism might withholding Range States to join CMS.</p>	
<p>Web based tool / harmonization of reporting Utilized by MoU coordinator</p> <p>Centralised info tools</p>	<p>Assist sustainability objectives. Live data. Easier to analyze data. Reduces the amount of time spent reporting under several systems Cuba</p>	<p>Reporting burden (increased)Application of recorded information Not all Parties have access to the same standard of technical capacity Cuba Capacity and expertise to manage and run the web-based tool? S.Af In addition to limited capacity,</p>	

		<p>difficulties in accessing the web by a significant number of developing Party and potential members. Perhaps we can borrow from lessons learned on this by CITES Kenya</p> <p>CMS Sec The whole idea of online reporting is to decrease the reporting burden for Parties. In addition to the online reporting system we also are working on an analytical tool that would analyse the data and would decrease the time CMS and Agreement Staff are spending on analysing and synthesising the data from National Reports.</p>	
<p>Implementation and effectiveness reviewed at COP level</p> <p>Centralisation</p>	<p>Implementation assessed at highest decision making level. Elevates the importance of implementation. Allows for the assessment of agreements at the correct decision making level.</p>	<p>Causality of impact (difficult to measure)</p>	
<p>Party/Signatory sponsors (State/Signatory taking responsibility for action, can include financial support)</p> <p>Internal institutional reform</p>	<p>Assists implementation with champion driving process. Greater profile of the agreement at the local level. May assist with raising funds.</p>	<p>Reliability UK Some states might not have adequate/enough resources Might prevent certain state, especially from developing countries from ratifying. May disadvantage the Convention when states have to set priorities especially during economic meltdown situations S.Af This may not get the priority it deserves in developing countries with many competing needs. Kenya</p>	
<p>Identify priority objectives and prioritize current activities</p>	<p>Focuses resources where most needed Reduces waste Identify gaps</p>	<p>Potential for disagreement. Less challenging UK depending on the criteria for setting</p>	

<p>Internal institutional reform</p> <p>CMS Sec</p> <p>Having this activity here should not be read to imply that this is currently not being done</p>		<p>priorities as well as who determines such criteria and priorities, some unattractive activities might be unnecessarily prejudiced as mentioned above S.Af</p> <p>CMS Sec Not all urgent activities might get priority and this might have an impact on how the Convention is perceived.</p>	
<p>Potential outsourcing of monitoring to International organization already undertaking such activities (e.g. WCMC)</p> <p>External Decentralisation</p>	<p>Synergies at MEA level. Greater access to information. Potential for reducing duplication.</p> <p>CMS Sec</p> <p>Independent assessment</p>	<p>Cost UK Centralising the monitoring function would result in unreliable data collected by researchers who do not have knowledge of areas?? S.Af</p> <p>CMS Sec Outsourcing entails costs.</p>	
<p>Establish intergovernmental body to monitor implementation across MEAs (as per IPBES)</p> <p>External centralisation</p>	<p>Synergies at international level. Greater awareness raising within governments of best practice and of challenges</p> <ol style="list-style-type: none"> 1. improved implementation 2. better conservation of species 3. increased effectiveness of agreements <p>S.AF</p>	<p>Distance and detachment from realities. May already be possible to do this in-house UK Too ambitious if left at monitoring implementation across MEAs?? S.Af Duplication of efforts. Cuba Difficulties of establishing a fully functional such a body? Kenya</p>	<p>Across MEAs? Does the Convention want to facilitate a process of monitoring implementation for ALL the multilateral agreements? I think the best and most beneficial intergovernmental body would be the format of the IPCC to provide Scientific advice to the Convention but even then the Scientific Council is there and might just be modified to fulfil this function in order to improve implementation of the Convention BUT not all the MEAs. S.Af</p>
<p>Identify training needs and Develop capacity building/training programmes to enhance implementation</p> <p>Internal institutional reform</p>	<p>Improve long term effectiveness Increase ownership and adhesion to CMS</p>		<p>Added by France</p>
<p>CMS website in 3 languages</p> <p>Internal institutional reform</p> <p>Can we consider additional languages</p>	<p>Greater sharing of knowledge. Capacity building. Reduces exclusion and increases integration</p>	<p>Are these the most needed/read? UK Translation cost implications? Kenya</p> <p>CMS Sec</p>	

as used in other MEAs? Kenya	Increase ownership Encourage new Parties/Signatories	There is quite some costs involved.	
Translation into local languages by Parties/Signatories of guidance documents to assist implementation Internal institutional reform	Assist in increasing implementation. Capacity building. Improves integration at local level. Raises awareness. Increase ownership Encourage new Parties/Signatories	Charge countries to have documents and websites translated? UK Would require financial support especially for developing countries S.Af Translation cost implications? Kenya	
Develop capacity building for an effective and enhanced implementation Internal institutional reform			ADDED BY CUBA
Development of New Agreements (9.13 3.2)			
Ensure agreements benefit from best practice and contain relevant elements to meet Convention guidelines for Agreements on reaching favorable conservation status by....? S Af Legal reform CMS Sec Having this activity here should not be read to imply that this is currently not being done.	Assist COP on the reporting of conservation status. If seen to be effective may lead to greater buy in from other States. CMS Sec Please note the conservation status might not reflect the implementation of the Agreement. Parties could fully implement the agreement but the conservation status might not improve.		
Global Gap Analysis [3] Which issues to address, <u>which issues have not been addressed</u>, what issues not being addressed, what issues are being addressed Added value to be part of the process Legal reform	Identifying the future coverage of CMS. Prioritization Avoid overlaps Increase synergies Targeted use of resources.	SWOT Implications	
Policy that must be a part of future Agreements and MoUs Legal reform	Greater understanding of duty and obligations when negotiating a MoU. Improved implementation and hence improved conservation More commitment S.Af	Already happening but not in a coordinated way? UK compliance measures to ensure policy implementation?? S.Af Difficulty in developing monitoring	

		attributes and criteria? Kenya	
Suspension of redundant agreements Legal reform New policy mandate	Liberates resources. Prioritization. Lessons learnt for future agreements. Release of resources to other priority areas S.Af	Criteria for deciding if redundant. UK Requires evaluation process Cuba Staff allocated to such agreements?? S.Af Cost of shedding off staff deployed for such. Kenya	
Merge agreements with synergies (geographical/ecological) Extending the scope Legal reform Centralisation at regional level CMS Sec If referred to development of new agreement, this activity should in fact correspond to the extension of the scope of existing agreements rather than development of new agreements.	Save resources. Greater integration. Minimizes institutional overlap. Access to wider expertise. Benefiting from best practices of the other agreement Benefiting from recognition/the good reputation one agreement has established S. Af	Political and financial implications Competing and conflicting priorities Favouring one at the expense of the other in setting priorities Egos S. Af	
Create a policy framework to test proposed new potential agreements: science, synergies, the added value of CMS involvement, funding & coordinator (by a range state) (Example of Added Value - Consideration of whether new agreement will encourage participation and extend Parties) Including considering whether agreement is better served by another MEA and other initiatives Legal reform with new policy mandate	Coordinated approach to agreement development. Reduce drain on CMS Secretariat. More efficient development process may make new agreements more attractive to some States. Increase the influence of CMS amongst MEAs. Access to new partners Potentially increased funding long term Global coverage	More joint work programmes with other MEA and NGOs? UK	
On-line system to measure implementation (AEWA) Internal institutional reform	Assist harmonization On-line analysis of data therefore reducing manual assessment and therefore time spent on analysis.	Utility. Will it make a difference or be read? Outcome rather than output focus. UK 1. capacity and expertise to operate the	

CMS Sec Online reporting system is being developed for CMS and AEWA. It already exists for IOSEA. A		online system? 2. availability of data to feed into the system? 3. authenticity of data? S.Af Web access difficulties as above. Kenya	
After set period of time CMS Secretariat to flag MoUs which are not working and putting additional strain on CMS resources. Internal institutional reform - policy	Releases resources Makes Convention more effective and therefore attractive.	CMS Sec While it can have a role in conveying this information, the CMS Secretariat is not best placed to make this type of assessment. It would be preferable if such type of assessment be entrusted to an independent evaluator.	
Establishment of new Agreements outside of the UNEP family (i.e. ACAP) Institutional reform with policy mandate	No 13% overheads	Separation from the centre	ADDED BY UK
Introduce a system, at the MoU/agreement negotiation level to secure appropriate funding to cover effective development (see 3.6) Legal reform and policy			ADDED BY FRANCE
ACTIVITIES	ADVANTAGES MAJOR	QUESTIONABLE	COSTS
Strengthening the position in the regions in cooperation with MEAs (9.13 3.3)			
Enhance Collaboration, partnerships of CMS with other MEAs and other international orgs [see 3.5] To include sharing of data, technology, scientific expertise and knowledge resources, including shared scientific panels, working groups, mailing lists of experts.	Synergies. Economies of scale. Understanding of common threats Potential for wider understanding (e.g. habitat impacts). Raise profile of CMS/environmental issues in the sustainability arena. Raise awareness of the status and role of	Are their suitable regional presences already in existence where critical masses could be realised? UK Inaccurate data may result in wrong decision across a wider scope. Kenya CMS Sec	

Sharing operations and meetings. External synergies at core services level	migratory species in biodiversity conservation debates (post 2010 strategies, migratory species as indicators, etc.) France	This activity entails short term and long term implications. Time and energy and even resources should be invested in establishing such collaborations which might or not lead to synergies in the long run as MEAs look at cross-cutting issues from different angles.	
Mapping of location of field activities of other MEAs, NGOs, other partners External synergies at conservation	Identification of potential co-location. Potential synergies. Identification of shared resources. Economies of scale France	Difficult to assess whether activities are positive or not. UK CMS Sec This is a mayor task that would eat into our resources.	
Map out where there are common missions in the field (include UNEP) External synergies for co-location at conservation level	Improved synergies for on the ground conservation. Shared resources Economies of scale France	Limit to UN/UNEP offices. UK CMS Sec This might be a mayor task that eats into our resources.	
Link to UNEP current work on strategic location of offices To 3.6 External synergies at conservation and admin level	Identify potential partners for co-location and collaboration.	Dilution UK	
Focal point in UNEP biodiversity MEAs To 3.6 External synergies for integration CMS Sec As we talk about activities we should include a verb. Liaise with?	Where to create synergies. Identify gaps. Connecting locally. Integration at an external level.	CMS Sec This point could be deleted because UNEP has established these biodiversity MEA focal point in there regional offices and there is also a focal point in DELC....what ever option we choose this would not make any difference in the current settings.	
ACTIVITIES	ADVANTAGES MAJOR	QUESTIONABLE	COSTS
Ensuring a sound science base (9.13 3.4)			
Targets to be set for existing	Measured outcomes.	Difficulty in setting common agreed	

<p>collaboration groups between MEAs (e.g. BLG and Chairs of the Scientific Advisory bodies) Cooperation</p>	<p>Manage expectations. Performance measured.</p>	<p>targets among groups? Kenya CMS Sec This might lead to extra costs. For instance the participation of the CMS Scientific Council Chair in such meetings was covered by CMS.</p>	
<p>Development of scientific groups across agreements (consider development of IPBES) France Integration</p>	<p>Sharing knowledge. Greater specialization. Avoiding overlaps. Improving the quality of data and information. Economies of scale France</p>	<p>Cost. Dilution. Separation from realities. UK Willingness of scientific bodies to collaborate, share knowledge? France Intellectual property rights could be an issue. Kenya CMS Sec An option that should be considered although if the establishment of these groups of experts was in addition to the regular advisory bodies it would entail extra costs.</p>	
<p>Synergies at MEA level based on common themes e.g. climate change adaptation, ecosystem approach. Integration</p>	<p>Save resources. CMS Sec Questionable that this would allow saving resources as different MEAs see these cross-cutting issues from different angles, and analysis needs to be specific to MEAs' specific needs, even if undertaken in coordination Wider understanding of issues and possible solutions. Holistic understanding.</p>	<p>Need to discuss and agree with BLG. UK</p>	
<p>Harmonized data collection, storage, management and analysis. Centralisation at core services level Can be done externally, e.g. UNEP-</p>	<p>Assist in comparing progress, quality of work, identification of gaps and assist in an integrated approach to developing solutions.</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</p>	

<p>WCMC) France – external decentralisation</p> <p>CMS Sec Need to be clarified at which level. Among MEAs? If so, similarly to the issue of harmonization of national reports under MEAs, it looks good and reasonable on paper, but it's extremely difficult to realize in practice, as we all know.</p>	<p>Reducing reporting burden.</p>	<p>effort and take long time to be realized in practice CMS Sec</p>	
<p>Establish link/develop partnerships with Develop centers of expertise (based within academic institutions) by group of species and/or region of particular interest/priority France External cooperation</p>	<p>Access to wider scope of expertise (potentially world leaders) Sharing of know-how and capacity building. Raise awareness on CMS/migratory species France</p>	<p>CMS Sec CMS does not have, or will not have in the foreseeable future the means and the capacity to develop centres of expertise. The best we can do is to develop partnerships with existing institutions, trying to direct their research on issues of relevance to the implementation of CMS and its agreements.</p>	
<p>Identify existing data sources to reduce potential overlaps Centralised core services</p>	<p>Cost efficiencies. Reduction in duplication of effort. Liberate resources (time).</p>	<p>Reliability. UK Issues of IP (Intellectual property rights?) Relevance of data? Authenticity of information? Quality? who set the research agenda- did it cover the needs of the Convention or is it just part thereof? S.Af</p>	
<p>Create a data hub or develop existing data hub (Tematea, UNEP-WCMC, etc.) or under development (IPBES) France Centralised core services or external decentralization</p> <p>CMS Sec To some extent the Information</p>	<p>Reduces overlaps. Identifies in gaps in data. Exchange of data and encourages synergies.</p>	<p>Location? Maintenance UK</p> <p>CMS Sec Require significant amount of resources to be maintained</p>	

Management System (IMS) and GROMS have the objective to store data. They are however not maintained because of lack of resources.			
Access to scientific information (access to journals) Improve what you have	Up to date knowledge. Assist with conservation needs and implementation of conservation objectives.	Online service? UK	
CMS to coordinate scientific groups and liaise with scientific bodies in MEA External centralisation			ADDED BY AUSTRALIA
CMS to coordinate research programmes based on identification of common issues/threats shared across the CMS family to reduce duplication and overlaps and improve economies of scale. This could include shared research on the impacts of climate change, on developing indicators for measuring action plans and for developing guidance and information to be shared amongst the CMS family. Centralisation			ADDED BY AUSTRALIA
ACTIVITIES	ADVANTAGES MAJOR	QUESTIONABLE Advantages	COSTS
Ensuring a sound science base (9.13 3.4)			
Outsource scientific research where expertise is not available within CMS. External decentralisation	Access to necessary expertise. Reduce workload of scientific council. Provide independent scientific advise.	Cost. UK 1. Transfer of skills? 2. Internal Capacity building? S.Af CMS Sec This is already being done, and is actually unavoidable. Most of the	

		scientific and technical reports produced within the Convention are actually outsources (e.g. sharks – IUCN Sharks Specialist Group; climate change – BTO and ZSL; indicators – ZSL and BLI; ...). Again, the problem is that this has a cost, and can be done insofar as we manage to raise the necessary resources.	
Recruit onto scientific council specialists to cover knowledge gaps. Improve what you have	Access to a wider source of expertise – targeted to specific issues. Expand the capacity of the CMS Help to meet conservation needs.	Cost. Use of IUCN or IPBES expertise UK Irrelevant if development of IPBES France Recruitment and outsourcing expertise as above seems to be seems to be contradictory. Kenya CMS Sec Need to be clarified. Are these meant to be the Conference-appointed councillors? If yes, their number is currently limited to 8 by the Rules of procedure of the ScC. This rule would have to be amended if more Conference-appointed councilors are foreseen.	
Convene interim meetings of smaller sections of the Scientific Council on an annual basis to consider particular conservation threats or species. Improve what you have	Greater focus. Continued assessment of issues. More targeted use of resources.	Cost? UK CMS Sec Need to be clarified. If these meetings were convened in addition to the regular full meetings of the Council, further resources would be needed.	
Sharing of meetings of COPs and MOPs France Improve what you have	Reduce costs		Added by France
Creating specialist councilors responsible for regions. Improve what you have	Regional advocates raising profile. Increased local knowledge and appreciation of local issues.	Cost. HQ or regional presence. UK	

<p>CMS Sec Regional councilors exist already for African fauna, Asiatic fauna and Neotropical (Latin America) fauna. This could be expanded to cover existing gaps (Europe, Oceania). However, the regional component of the work of the council has proven difficult over the years to identify issues better addressed with a regional approach rather than a taxonomic or thematic approach. The regional component of the work of the council would deserve to be re-assessed, maybe in conjunction with the one of the convention as a whole, before considering any expansion of it.</p>	<p>Improves integration.</p>	<p>Success depends on passion and commitment S.Af</p>	
<p>Improve IT capacity and information management. Consider cross-cutting/centralised activity across CMS Family agreements (see 3.6) and/or externalised e.g. : UNEP/WCMC France Improve what you have</p> <p>CMS Sec This should not be exclusively linked to science.</p>	<p>Provides level playing field for all Parties/Signatories. Sharing data. Integration.</p>	<p>Cost. Use of off-the- shelf software rather than development of dedicated packages. UK</p> <p>Due to asymmetrical IT infrastructure a level playing ground may be difficult to achieve. Kenya</p>	
<p>Knowledge exchange transfer networks Improve what you have</p>	<p>Increase capacity building. Reduce pressure on resources. Improve conservation activities. Increase awareness and commitment to CMS France</p>	<p>Utility UK</p> <p>CMS Sec Capacity building, although very important, did not get the priority it should have had in terms of resources. No significant resources are available to do it.</p>	

<p>Coordinate access to research data (consider as a centralised service across CMS agreements) France Centralisation of core services</p> <p>CMS Sec Need to be clarified. Who should coordinate access? Access by whom? To which data?</p>	<p>Identify gaps. Reducing overlaps. Assist implementation.</p>	<p>Role of Scientific Council? UK</p>	
ACTIVITIES	ADVANTAGES MAJOR	QUESTIONABLE	COSTS
Strengthen cooperation with other international organizations and other interested parties (9.13 3.5)			
<p>Sponsor for CMS UK changed to Additional sponsors for CMS</p> <p>Improve what you have</p> <p>CMS Sec Needs to be specified. As it is might just mean “Increase fundraising”. Notably, what type of sponsor? Private sector?</p>	<p>Increase funds Increase awareness Marketing/public profile</p>	<p>Bias/influence? UK 1. Development of a financing mechanism 2. Innovation in fundraising required. S.Af</p> <p>CMS Sec Priorities and activities driven by sponsor interests (see comment l2 below)</p>	<p>By who? S.AF</p>
<p>Establish link/develop partnerships with Centre of expertise within academic institutions and scientific institutions (e.g. IUCN specialist groups, TRAFFIC international, etc.) France Civil partnerships – external cooperation</p> <p>CMS Sec As CMS does not have, or will not have in the foreseeable future the means and the capacity to be the</p>	<p>Access to wider scope of expertise (potentially world leaders) Sharing of know-how and capacity building.</p>	<p>Maintenance. UK</p>	

<p>driver in setting up and developing centres of expertise, the best we can do is to develop partnerships with existing institutions, trying to direct their research on issues of relevance to the implementation of CMS and its agreements.</p>			
<p>Coordinate with international organizations common meetings relating to shared issues (e.g. climate change) CMS Sec We do it already, when feasible and meaningful. and common research conservation programmes, species action plans and capacity building activities France external integration</p> <p>CMS Sec Among the global MEAs, CMS is certainly one of those which is closer to activity on the ground. Even more so its instruments. However, we remain an intergovernmental entity, not really suited to outreach local and indigenous communities. In the cases CMS activities go to that level, it normally do it through external partners, rather than directly through its institutions. Our limited outreach capacity addresses local communities when feasible and meaningful but in principle should remain focused on our primary clients, i.e. governments and international organizations. Therefore, although this is an issue of interest it goes beyond the current</p>	<p>Synergies Economies of scale Wider understanding of issues and development of solutions.</p>	<p>Scale UK</p>	

<p>scope of the work of the Secretariat. If Parties want the Secretariat to do that additional resources need to be made available.</p>			
<p>Work with local and indigenous communities.</p> <p>Improve what you have</p>	<p>Improve on the ground conservation. Better able to deal with human threat to M.S. Raise awareness of profile. Synergistic relationship of knowledge sharing. Develop local incentives for conservation and ownership France Ownership of conservation programmes by local communities who are mostly involved in the utilisation of natural resources and who mostly benefit from ecosystem services S.Af</p>	<p>Bias UK Local/indigenous communities need to derive benefits from conservation. Need to secure support from local government and competitive interests France Capacity of involvement? Training? Rules of involvement? Translation of materials to local language? S.Af Cost of adaptation and translation of relevant material for local and indigenous communities. Kenya</p> <p>Shift limited outreach capacity form primary clients, i.e. governments CMS Sec CMS Sec Also here we have to be cautious with whom we develop Partnerships and who will give us financial or other support. When choosing the wrong NGO we might end up with serious problems with Governments.</p>	
<p>Expand current partnerships with existing NGOs partners to further support staffing, provide technical and scientific capacity particularly for local NGOs with a local presence in supporting the coordination and management of MoUs in respect of meetings, action plans, projects and activities.</p>	<p>Increased implementation of programmes and action plans. Aids in translating international obligations into national and local environmental agendas. Free up CMS staff. Increased capacity.</p>	<p>Invest to save. UK</p>	

<p>External integration</p> <p>CMS Sec NGOs are generally keen to partner with CMS, and partnerships are generally fruitful. However 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 CMS has (partly) subsidized, and is still currently subsidizing partnerships with NGOs in relation to e.g. coordination of MoU implementation. Current difficulties 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 is in fact availability of financial resources.</p>			
<p>Encourage more NGOs to become Parties/Signatories to agreements</p> <p>Improve what you have</p> <p>CMS Sec Some distinction needs to be made here between legally binding agreements and non-binding MoUs. They are both primarily intergovernmental instruments. NGOs are normally allowed to sign MoUs in a capacity as cooperating organizations. There are currently no real restrictions for NGOs to become partners to MoU, whenever they are</p>	<p>Provide additional supply of resources. Potential access to data. Increased capacity.</p>	<p>Make sure that NGOs are adhering to the fundamental principle of CMS (Danger of back/biased agenda) France Are agreements not intergovernmental? Would this not result in some Parties withdrawing their membership? I am not sure and stand to be corrected S.Af</p>	

interested. There is not much scope for a significant development in this regard. As it is formulated, the activity might foresee a different type of arrangement, e.g. a partnership such as GRASP or EAAFP. If this is the idea, it should be clarified.			
<p>Seek regular contributions from the private sector (including locally) France, contributions to marketing and publicity campaigns, funding to act as species champions.</p> <p>Improve what you have</p>	<p>Increased access to funding opportunities. Raise profile and therefore awareness raising.</p>	<p>Bias. UK</p> <p>Priorities and activities driven by sponsor interests CMS Sec CMS Sec This should be done in accordance with our Code of Conduct. Making the activities of the convention and agreements dependent on external funding implies a risk/temptation to go where the money is available, rather than where action is most needed.</p>	
<p>Enhancing knowledge exchange/transfer networks – sharing knowledge and technical expertise between academic institutions (IUCN specialist groups, TRAFFIC International, etc.) France</p> <p>CMS Sec Academic institutions do this already. It might be difficult for CMS, with its limited capacity, becoming an important driver of this type of activities. External cooperation</p>	<p>Increase capacity building. Reduce pressure on resources. Improve conservation activities/know-how. France</p>	<p>Set up and maintenance costs. UK</p>	
ACTIVITIES	ADVANTAGES MAJOR	QUESTIONABLE	COSTS
Strengthen cooperation with other international organizations and other interested parties (9.13 3.5)			

Encourage Govts to host Agreements/MoUs	Increased implementation. Free resources at CMS level. Increased implementation of programmes and action plans (political will	Confidence and reliability. Durability. UK	
Improve what you have if parties	Incentive for further regional	Increase difficulties of coordination within the CMS family CMS Sec	
If not – external cooperation	adhesion/support to CMS and CMS agreements France		
CMS Sec	Increased ownership and voluntary contributions by governments S.Af		
Perspective on this activity would change depending on the organizational/institutional model. It would fit well in a decentralized model, less so in centralized one			
Enhance partnerships with non-environmental international organizations (e.g. WHO, WTO)	Raises profile. Influences wider sustainability agenda. Potential synergies.	Management of relationships. UK	
External cooperation			
Financial and institutional implications (9.13 3.6)			
FINANCIAL			
Improve fundraising, ring fenced funds for MOUs, activities		Dependent on Party donations and ability to supply additional funding	Added by Cuba
Core fund to be allocated by the COP according the priority objectives and activities (established to receive governments contributions according the united nations scale plus voluntary contributions from Governments, United Nations bodies, GEF, other intergovernmental organizations and other stakeholders, such as the private sector and foundations).		Problem with countries which are Parties to MOUs/Agreements but not to CMS	Added by Cuba
Wavier of UN 13% charge on voluntary contributions	Attraction of additional funds	Need for UNGA approval UK	Added by UK
seek review from UNEP on the requirement to pay 13% overhead on			ADDED BY AUSTRALIA

voluntary contributions			
improve fundraising, ring fenced funds for MoU, funds for activities (2.3.1)			Added by France
increased funds for CMS Staff and any MoU unit that may be developed (2.3.2)			Added by France
INSTITUTIONAL			
Relocation of core Secretariat	Cheaper??	Host country support. Infrastructure and accessibility	Added by UK
Centralisation of all Secretariats	Reduced costs	Separation from local issues and Parties	Added by UK
Separation and relocation of core functions (fund-raising, capacity building, legal, communications etc), to be shared with other MEA/orgs	Centres of expertise. Efficiencies of scale.	Loss of corporate identity and loyalty/commitment	Added by UK
Centralize all CMS and CMS Family services (financial management, communications, fund raising, capacity building, information technology)	Reduce overlap Economies of scale Improved coordination and cohesion of services	Dilution of focus on local issues Separation from Parties	Added by Cuba
Move CMS office to another location	Cost effective????		Added by Cuba
Centralize all or some of CMS and CMS Family in a central office and regionalize conservation and implementation efforts - have regional offices and local outposts with assistance from UNEP, NGOs and MEAs			Added by Cuba
Developing a greater presence within the six CMS regions (5.1)			Added by France
Have regional offices and local outposts with assistance from UNEP; NGOs and MEAs or build regional hubas for MEA implementation (5.1.1) and central office in Bonn			Added by France
Move CMS office to another region,			Added by France

for exemple Nairobi, in order to share services with UNEP (5.1.6).			
Stay in Bonn			Added by France
Enhancing the efficiencies of subsidiary instruments at the local level through increasing the presence at the local level, thereby assisting to raise awareness of species issues within range State (5.2.4)			Added by France
Assess sources for improving current staffing compliment (2.1.1)			Added by France
Designation of Secretariat personnel according to expertise and regional connection to increase linkages with subsidiary instruments (2.1.2)			Added by France
Enhance local capacity through introduction of a mentoring system with the Secretary acting as liaising party (2.1.3)			Added by France
Development of a MOU Unit to coordinate MOU activities (2.1.4)			Added by France
Reorganise current CMS and Agreement staf into specific institutional departments, either by region or by activities (specialised staff units: communication, education, etc.) (4.1)			Added by France
Secretariat to provide centralised services across CMS Family agreements for: - Information Technology (3.1) - Capacity building (3.2) - Management services (3.6) : information management (2.4.2) , administration, meeting organisation, communication , finance management and fundraising			Added by France
Allocation of core funding versus			Added by France

voluntary contributions to cover administrative costs and/or conservation activities			
opportunities to extent the number of legally binding instruments (7.1)			Added by France
scope of CMS - all migratory species or only endangered (7.4)			Added by France
IT: CMS to centralise the development and management of information technology including the development of mapping systems, the coordination of CMS Family websites and the development of new multimedia platforms for example video conferencing. Centralised system and procedures in relation to data collection, management and storage and centralisation of data storage and analysis (Option 2) including the development of shared management systems Centralisation and harmonisation of reporting formats and returns, this would assist in comparing progress, quality of work, identification of gaps			ADDED BY AUSTRALIA
Capacity Building: CMS provide centralised services relating to building capacity with the CMS family including training and educational activities (Option 2). CMS provide centralised awareness raising on common/shared threats through publications and online resources, where this is practicable.			ADDED BY AUSTRALIA
Management services: CMS providing centralised administrative services to Agreements/MoUs including:			ADDED BY AUSTRALIA

<p>communication across and within Agreements/MoUs; coordination of COP/MOPs (UNEP Questionnaire); coordination of Scientific and Advisory Groups of CMS/Agreements and the meetings of scientific and technical group meetings</p> <p>CMS to centralise press and media announcements and the implementation of species campaigns and public events</p> <p>CMS coordinate fundraising activities and the development of consistent financial management systems</p>			
<p>Seek regular contributions from the private sector, contributions to marketing and publicity campaigns, funding to act as species champion</p>			ADDED BY AUSTRALIA
<p>Encourage hosting Secretariats of Agreements/MoUs by governments along the lines of the Abu Dhabi model</p>			ADDED BY AUSTRALIA
<p>Developing a greater presence within the six CMS regions, through enhancement of services, personnel and partnership working with regional organisation:</p> <ul style="list-style-type: none"> • Have regional offices and local outposts (Option 33) with assistance from UNEP, NGOs and MEAs, the appropriate identification for MoU/Agreement location as per the IOSEA MoU or the development of capacity to build regional hubs for MEA implementation to identify synergies and linkages between MEAs and avoid duplication in projects and activities (Australia 			ADDED BY AUSTRALIA

<p>Q. 17).</p> <ul style="list-style-type: none"> • Designate staff to a particular administrative Region based on their expertise and regional connections to lead on initiatives within the Region. Staff members to provide a vital link with subsidiary instrument (Option 39). • Increase opportunities for institutional consideration of regional issues at regular intervals as an adjunct to the COP and meetings of the Scientific Council (Option 8). • Closer collaboration between MoUs and Agreement at a regional level which have Parties and/or species and/or issues (e.g. common threats) in common (this can focus resources within specific regions for example elephants in Central and West Africa) (Australia, UK Question 8). • Closer collaboration with UNEP regional offices, where appropriate, to assist with scientific capacity building, coordination and technological support. • Move CMS office to another region, for example Nairobi, in order to share resources with UNEP. 			
<p>Enhancing the efficiencies of subsidiary instruments at the local level through the development of partnerships, sharing of resources and increasing presence at the local level.</p>			<p>ADDED BY AUSTRALIA</p>

<p>By enhancing the efficiencies of subsidiary instruments, this would allow CMS to focus on cross cutting issues.</p> <ul style="list-style-type: none"> • MoUs/Agreements collaborating and sharing office/personnel/resources (e.g. as per Abu Dhabi – Dugongs and Birds of Prey) or by developing partnerships with an NGO in an appropriate location, which acts as the ‘local representative’/coordinator for the subsidiary instrument (Option 19). • MoUs/Agreements collaborating with relevant MEAs based in corresponding location to share personnel and to seek closer collaborations/partnership to enhance resources, scientific capacity and knowledge exchange (Option 6). • Closer partnership working with partner organisations in neighbouring range states to assist in the coordination of conservation activities, 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 (Option 7). • Greater local presence for all subsidiary agreements, thereby assisting to raise awareness of species issues within range State. 			
--	--	--	--

<p>The Ivory Coast noted that the signing of a MoU commits the country's government to consider the provisions of the Convention in a way which will compliment local laws (Ivory Coast Question 6).</p>			
<p>Clustering of MEAs</p> <ul style="list-style-type: none"> • coordination and enhancement of resources, including personnel, fundraising, financial management, information management, technical skills, data collection, reporting and monitoring mechanisms and capacity building (including training); • coordination and enhancement of legislative, policy, research and programme development; • coordination and sharing of data, technology, scientific expertise and knowledge resources, including shared scientific panels, working groups, mailing lists of experts (Germany Question 21); • coordination and streamlining of activities, operations, meetings and across financial management systems enabling comparison of budgets; and • coordination of conservation efforts combining habitat and species protection. 			<p>ADDED BY AUSTRALIA</p>
<p>Decentralisation of Secretariats (agreements) according to range states</p>	<p>Improved efficiency Improved conservation of Migratory species Ownership of conservation programmes</p>	<p>Could be quite expensive as they might be sharing space and resources now and/or provided free space and other resources by the well resourced countries</p>	<p>Staff might not be keen to move to some remote regions/areas and would prefer to be at developed parts of the world</p>

	by range states	they are currently located.	
Centralisation of Secretariats (CMS main Convention and agreements)	<ol style="list-style-type: none"> 1. Business as usual, 2. no additional costs 3. Benefit of sponsored resources by the German government 	Eric to establish the current costs of the status quo, cost the decentralisation option and determine which is the most cost effective option	
Relocating Secretariats including the CMS Secretariat to appropriate places where implementation and easy access to parties will be guaranteed	<p>Improved conservation Improved implementation</p>	Very expensive since the German government might not be willing to sponsor what they are currently sponsoring	<p>loss of ownership and support by the German government if Secretariats moved out of the current location Lack of appropriate technology especially if Secretariats are relocated to developing regions of the world and this would hinder effectiveness and affect delivery Staff might not be willing to relocate</p>
Sharing space with other MEAs/organisations with the same objectives	<p>Improved linkages and synergies Improved conservation Information sharing</p>	<p>Very expensive since the German government might not be willing to sponsor what they are currently sponsoring if sharing is done elsewhere outside the current location If sharing is done in the current location- issue of space availability; can be cost effective, BUT what will be the cost benefit analysis- Eric to determine the most appropriate solution looking at the gain vs loss in this option</p>	<p>Comment M30 above also applicable competition instead of support for each other Egos potential for conflicts - sharing of resources</p>

ANNEX VIII: IMPACT OF INDIVIDUAL ACTIVITIES

Option	Grouping	Activity	Positive Criteria	Pro	Negative Criteria	Con	Total	Impact	Initial Cost	On-going Cost	Phase I Issue
Low Cost	Operational	Parties/Signatories to translate guidance documents into local languages to assist implementation.	9	High	3	Low	6	High +	20,000	0	Effectiveness of conservation measures Integration Implementation Less pressure on CMS staff time
Decentralisation	Communication	Work with local and indigenous communities	9	High	4	Low	5	High +	100,000	0	Effectiveness of conservation measures Integration Implementation
Ideal	Communication	The development of new multimedia platforms for example video conferencing to enhance communications across CMS Family and with external organisations.	9	High	4	Low	5	High +	55,000	4,000	Economies of scale Integration Synergies Less pressure on staff time
Concentration	Operational	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.	9	High	5	Medium	4	Medium +	2,700	25,500	Economies of scale Integration Synergies Technical data harmonisation Scientific capacity (MoUs)
Decentralisation	Planning & Operational	Closer partnership; working with partner organisations (including NGOs) in neighbouring Range States to assist in the coordination of conservation activities, coordinated work programmes and information sharing and to develop programmes and plans on how to deal with common threats that cross borders	11	High	7	Medium	4	Medium +	120,000	78,000	Synergies Effectiveness of conservation measures Less pressure on staff time Economies of scale

Option	Grouping	Activity	Positive Criteria	Pro	Negative Criteria	Con	Total	Impact	Initial Cost	On-going Cost	Phase I Issue
Decentralisation	Planning	with neighbouring states Closer collaboration with UNEP regional offices, where appropriate, to assist with capacity building and technological support by CMS and its Family	8	Medium	4	Low	4	Medium +	27,000	0	Integration Synergies Capacity building Less pressure on staff time
Decentralisation	Measuring	Develop regional hubs for MEA implementation to identify synergies and linkages between MEAs and avoid duplication in projects and activities. E.G. SPREP	9	High	5	Medium	4	Medium +	200,000	0	Synergies Effectiveness of conservation measures Reporting Economies of scale
Ideal	Communication	Run awareness campaigns to ensure that CMS is recognised by the public, academic institutions, inter organisations and others as the global leader in the protection of migratory species	9	High	5	Medium	4	Medium +	42,250	242,136	Raise profile of CMS Global coverage
Concentration	Planning	CMS Sec to carry out a global gap analysis at Convention level: consider which issues are being addressed, what issues are not being addressed, if another organisation is addressing these issues, scientific gap analysis and what research is required.	8	Medium	5	Medium	3	Medium +	40,500	0	Scientific capacity (MoUs) Economies of scale
Low Cost	Growth	Encourage more NGOs to become Parties/Signatories to MoUs and Encourage more Range States to become Parties/Signatories to CMS and CMS Family.	9	High	6	Medium	3	Medium +	30,000	0	Global coverage Synergies Effectiveness of conservation measures

Option	Grouping	Activity	Positive Criteria	Pro	Negative Criteria	Con	Total	Impact	Initial Cost	On-going Cost	Phase I Issue
Concentration	Communication	CMS to coordinate communication across and within Agreements/MoU. Centralise press and media announcements and the implementation of species campaigns and public event. The coordination of CMS Family websites and CMS provide centralised awareness raising on common/shared threats through publications and online resources, where this is practicable.	10	High	8	Medium	2	Low +	27,000	310,000	Economies of scale Integration Synergies Capacity building
Decentralisation	Operational	Establishment of new Agreements outside of the UNEP family (i.e. ACAP).	5	Medium	3	Low	2	Low +	0	0	Less pressure on CMS staff time
Decentralisation	Growth	Have a presence in each of the CMS administrative regions with assistance from UNEP, NGOs and MEAs.	7	Medium	5	Medium	2	Low +	0	60,000	Regionalisation Synergies
Ideal	Operational	Increase agreement staff	10	High	8	Medium	2	Low +	453,400	3,406,500	Less pressure on CMS staff time
Low Cost	Operational	Assess sources for improving current staffing compliment (e.g. UNEP, CMS Family's own staff, Parties, secondments, interns and consultants) including international staff exchange and traineeship.	8	Medium	6	Medium	2	Low +	80,000	0	Less pressure on CMS staff time Integration Economies of scale
Concentration	Operational	Coordinate access to research data as a centralised service across CMS agreements.	7	Medium	6	Medium	1	Low +	7,400	51,000	Data management Harmonization of reporting Integration
Decentralisation	Operational	MoUs/Agreements collaborating and sharing office/personnel/resources (e.g. as per Abu Dhabi – Dugongs and Birds of Prey)	8	Medium	7	Medium	1	Low +	50,000	0	Integration Economies of scale

Option	Grouping	Activity	Positive Criteria	Pro	Negative Criteria	Con	Total	Impact	Initial Cost	On-going Cost	Phase I Issue
Decentralisation	Measuring	Establishment of external assessment and monitoring of effectiveness (for example by UNEP-WCMC) (This would include harmonisation of data collection, storage, management and analysis).	9	High	8	Medium	<i>I</i>	Low +	0	150,000	Activity rate monitoring Harmonization of reporting
Decentralisation	Growth	Regionalize conservation efforts by having local outposts with assistance from UNEP, NGOs and MEAs.	8	Medium	7	Medium	<i>I</i>	Low +	36,256	31,000	Effectiveness of conservation measures Synergies
Ideal	Planning	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	10	High	9	High	<i>I</i>	Low +	47,000	588,000	Synergies Economies of scale Capacity building Integration Harmonization of reporting
Ideal	Operational	Development of a MoU Unit to coordinate MoU activities.	12	High	11	High	<i>I</i>	Low +	90,000	627,000	Activity rate monitoring Less pressure on CMS staff time Implementation of MoUs
Ideal	Growth	Encourage all Range States to become Parties/Signatories to CMS and CMS Family	7	Medium	6	Medium	<i>I</i>	Low +	6,750	116,250	Increase financial resources Less pressure on CMS staff time Growth of CMS Integration

Option	Grouping	Activity	Positive Criteria	Pro	Negative Criteria	Con	Total	Impact	Initial Cost	On-going Cost	Phase I Issue
Low Cost	Planning	Create criteria against which to assess proposed new potential agreements. This criteria is to include scientific need, existing and potential synergies (internally and externally) funding criteria, existence of a volunteer coordinator and the added value of CMS involvement. 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 - Improve identification of priority objectives and prioritize current activities.)	8	Medium	7	Medium	<i>I</i>	Low +	60,000	10,000	Activity rate monitoring Less pressure on CMS staff time Economies of scale Synergies Integration
Low Cost	Measuring	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.)	6	Medium	5	Medium	<i>I</i>	Low +	13,500	0	Activity rate monitoring Less pressure on CMS staff time Harmonisation of reporting Economies of scale
Low Cost	Communication	Support current scientific data hub currently under development (IPBES) and continue and support the development of existing implementation hubs (Tematea, UNEP-WCM, IOSEA and AEWa).	8	Medium	7	Medium	<i>I</i>	Low +	0	150,000	Information management Harmonization of reporting Reduce reporting burden Economies of scale Synergies Integration

Option	Grouping	Activity	Positive Criteria	Pro	Negative Criteria	Con	Total	Impact	Initial Cost	On-going Cost	Phase I Issue
Concentration	Operational	CMS provide centralised services relating to building capacity with the CMS family including training and educational activities	8	Medium	8	Medium	0	Neutral	37,000	373,170	Integration Capacity building Economies of scale
Concentration	Operational	CMS providing centralised administrative services to Agreements/MoUs [in Bonn] including: coordination of COP/MOPs; coordination of Scientific and Advisory Groups of CMS/Agreements and the meetings of scientific and technical group meetings. CMS coordinate fundraising activities and the development of consistent financial management systems. CMS to centralise the development and management of information technology including the development of mapping systems. Centralised system and procedures in relation to data collection, management and storage and centralisation of data storage and analysis including the development of shared management systems. Centralisation and harmonisation of reporting formats and returns. (Includes - coordinate access to research data as a centralised service across CMS agreements.)	12	High	12	High	0	Neutral	410,900	329,000	Economies of scale Harmonization of reporting Integration Data management and reporting harmonization

Option	Grouping	Activity	Positive Criteria	Pro	Negative Criteria	Con	Total	Impact	Initial Cost	On-going Cost	Phase I Issue
Low Cost	Growth	Agreements and MoUs focused only on migratory species.	6	Medium	6	Medium	0	Neutral	0	0	Activity rate monitoring
Low Cost	Communication	Produce CMS website in 3 languages.	7	Medium	7	Medium	0	Neutral	40,000	12,000	Integration Implementation Capacity building
Concentration	Measuring	CMS Sec 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.	6	Medium	7	Medium	-1	Low -	27,000	255,000	Activity monitoring Economies of scale Integration
Concentration	Growth	Merge CMS Family agreements with synergies based on geography and/or ecology.	10	High	11	High	-1	Low -	250,000	0	Integration Less pressure on CMS staff time and financial resources
Concentration	Growth	Extending the scope of existing Agreements/MoUs rather than developing new Agreements/MoUs (e.g. AEWAs and elephants MoU).	10	High	11	High	-1	Low -	650,000	0	Integration Less pressure on CMS staff time and financial resources
Ideal	Operational	Create a migratory species scientific data hub, which would facilitate the use of migratory species data as an indicator of climate change.	10	High	11	High	-1	Low -	549,401	687,000	Information Deficiencies
Ideal	Operational	Information Management and reporting systems which are fully integrated across the CMS Family.	10	High	11	High	-1	Low -	394,000	735,300	Integration Synergies Improving access to information Harmonization of reporting

Option	Grouping	Activity	Positive Criteria	Pro	Negative Criteria	Con	Total	Impact	Initial Cost	On-going Cost	Phase I Issue
Concentration	Growth	Merger of existing CMS Family agreements (MoUs) with similar species.	9	High	11	High	-2	Low -	250,000	0	Less pressure on human and financial resources
Ideal	Measuring	Suspension of redundant MoUs with monitoring to be carried out by MoU Unit and coordinated by CMS.	5	Medium	7	Medium	-2	Low -	30,000	0	Economies of scale Activity rate monitoring
Ideal	Planning	Prioritising and coordinating, meetings of COPs, MOPs, MOSSs, Scientific Committee, working groups etc	8	Medium	11	High	-3	Medium -	750,000	0	Economies of scale Synergies Sharing Information

Table Definitions:

Benefit Criteria: Conservation Effects; Integration and Synergies

Cost Criteria: Legal Effects; Finance; Institutional Impact

Score Grid	Medium	5-8
Benefit /Cost	Low	1-4
	High	9-12
	Neutral	0
Total Impact	low+	1-2
	Medium +	3-4
	High +	5-6
	low-	-1--2
	Medium -	-3--4
	High -	-5