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ANALYSIS OF SHARED COMMON SERVICES BETWEEN CMS FAMILY INSTRUMENTS

Summary:

This document contains in Annex 1 an analysis of potential shared common services between instruments which are part of CMS Family. The analysis is provided to Parties arising from the CMS Resolution 10.9 “Future Structure and Strategies of the CMS and the CMS Family” and a proposal by the AEWA Standing Committee to merge common services between the two secretariats. The analysis should be read in conjunction with the report on the CMS/AEWA pilot phase on the Common Communication and Outreach Unit contained in Annex 2 and the draft resolution contained in Annex 3.

ANALYSIS OF SHARED COMMON SERVICE BETWEEN CMS FAMILY INSTRUMENTS

(Prepared by the UNEP/CMS Secretariat)

1. The analysis contained in Annex 1 to this cover note has been prepared for Parties at the request of the 41st Meeting of the Standing Committee in response to the CMS Future Shape process and a proposal by the AEWA Standing Committee to merge common services between the two secretariats. The analysis looks at sharing services from across CMS Family instruments, and taking each service, examines how they could be shared and highlights the impacts on Parties by providing advantages, disadvantages and the benefit to implementation support to the instruments.

2. The analysis sees that there is a great deal of scope for sharing services of implementation support and capacity-building, as approaches to these areas are similar across CMS Family instruments. Given their nature, the instruments require similar actions and their goals concerning the protection of migratory species are common. Approaching implementation support and capacity-building through species teams that would give these activities sufficient focus to share the service and account for narrower needs within the species families. Cross-cutting services such as organizing conferences, communication, information and outreach, partnerships and fundraising, and scientific advice are commonly found in MEAs and are easily shared given their very common types of activities across CMS Family instruments. Apart from communication, information and outreach which has a pilot sharing arrangement between CMS and AEWA, these services are all currently run separately in the CMS Family instruments. Thus the services identified in this analysis provide ripe areas for sharing.

3. The establishment of a Joint Executive Secretary for CMS instruments is feasible and would free valuable time and resources that could be redirected towards implementing the instruments. The instruments that agree to a joint Executive Secretary arrangement could have their former Executive Secretaries lead species teams that concentrate on implementation support activities and address gaps in their agreements' activities, while high-level representation, executive, administrative and financial management could be left to the Joint Executive Secretary.

4. The best opportunity for sharing common services is with CMS Family instruments co-located in Bonn and which are administered by the same international agency. These agreements have a great deal of commonality and share a single administration by the United Nations which requires them to follow set UN rules and procedure and standards for personnel. Being co-located in Bonn facilitates more direct interaction and day-to-day operation and management in a common service setting. Other CMS Family instruments nevertheless could share aspects of implementation support and capacity-building and cross-cutting services such as communication, information and outreach and fundraising and partnerships.

5. There are positive experiences of MEAs sharing common services such as in the Basel, Rotterdam and Stockholm Conventions, the Convention on Biological Diversity and UNFCCC. Within the CMS Family instruments since 2008 CMS and ASCOBANS have shared a successful arrangement of having a common secretariat and a Joint Executive Secretary.

The CMS and AEWA pilot on communication, information and outreach has shown how common services in the CMS Family instruments could be developed. A report on the pilot phase is attached to this note as Annex II. A similar method could be used for other common service areas.

Action requested:

The Conference of the Parties is invited to:

- (a) Consider the analysis and the report of the pilot phase as contained in Annex 1 and 2 of this document
- (b) Consider for adoption the draft resolution as contained in Annex 3

**ANALYSIS OF SHARED COMMON SERVICE BETWEEN
CMS FAMILY INSTRUMENTS**

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ANALYSIS OF SHARED COMMON SERVICE BETWEEN CMS FAMILY INSTRUMENTS

Introduction

1. At its 41st Meeting the Convention on Migratory Species (CMS) Standing Committee requested the Executive Secretary of CMS with the support and financial assistance of the Executive Director of UNEP to undertake a thorough analysis of CMS instruments with the goal of identifying the advantages and disadvantages of sharing services between the instruments' secretariats. The Standing Committee requested the analysis to identify service areas that could be shared and the impact on Parties and signatories by evaluating the advantages and disadvantages to Parties, the impact on implementation support and cost savings under relevant costed programmes of work.

2. The process for mandates and decision-making in CMS and other family instruments is well-developed and synergies have a particular significance in the context of CMS. Over the last several decades the CMS Family has grown steadily and now comprises seven different Agreements and nineteen MOUs - each with separate processes such as COPs/MOPs, scientific bodies, and some even with separate administrations and executive secretaries or equivalent. Whereas the intention of CMS was to "*promote, under the direction of the Conference of the Parties, the conclusion of agreements*", there was no guidance of how these agreements would be sustained over time. The reality today is that after three decades of developing agreements, there is a need to revisit the arrangements between the secretariats to understand how the CMS Family can better capture the obvious economies of scale and opportunities to increase efficiencies through the secretariats working more closely together.

3. The Parties to CMS were cognizant of these pressures when they put in the place the CMS Future Shape inter-sessional process (the *Future Shape Process*). The process launched in 2008 had a broad scope to look at an array of different issues including the "*development of new agreements and the implementation of existing agreements*" and the "*financial and institutional implications (including Secretariat issues: staff, relevant competence, etc.) of all possibilities and options, in close collaboration with related CMS agreements*". The *Future Shape Process* led to a decision at COP10 that will require implementation by the Parties. Resolution 10.9 "Future Structure and Strategies of the CMS and the CMS Family" adopts a set of activities together with their institutional legal and organizational implications to be implemented in 2012-2014. Amongst these activities is the need to "enhance collaboration between the CMS Agreements via secretariats and or via merger of agreements."

4. The CMS Parties have not been the only ones cognizant of the need for greater synergies in MEAs; the last few years have seen stronger political support for and increasing references to the need to take actions on synergies. The 2010 Nusa Dua UN Declaration recognized "*the importance of enhancing synergies among the biodiversity-related conventions, without prejudice to their specific objectives*", and encouraged "*the conferences of the parties to the biodiversity-related multilateral environmental agreements to consider strengthening efforts in this regard, taking into account relevant experiences.*" The outcome of the 2011 UNEP Belgrade Process on International Environmental Governance (IEG) invited the "*the Conferences of Parties of the biodiversity-related conventions to launch a*

synergies process among the biodiversity-related conventions, taking into account lessons learned from the chemicals and waste conventions process.”

5. Rio+20 itself saw deep discussion on synergies between MEAs, and though many countries actively supported a stronger outcome on synergies, the Summit only arrived at the following language in paragraph 89 of *“The Future We Want”*: *We recognize the significant contributions to sustainable development made by the multilateral environmental agreements. We acknowledge the work already undertaken to enhance synergies among the three conventions in the chemicals and waste cluster (the Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal; the Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade; and the Stockholm Convention on Persistent Organic Pollutants). We encourage parties to multilateral environmental agreements to consider further measures, in these and other clusters, as appropriate, to promote policy coherence at all relevant levels, improve efficiency, reduce unnecessary overlap and duplication, and enhance coordination and cooperation among the multilateral environmental agreements, including the three Rio conventions, as well as with the United Nations system in the field.*

6. Nevertheless, the message from the Rio+20 Summit is clear: that MEAs should build on the good experiences and to consider further measures. The follow-up is squarely in the hands of the Member States that are party to specific MEAs.

7. There has also been internal pressure to improve administrative and procedural synergies inside MEA secretariats and from hosting organizations. Countries are calling for more cost efficiency, elimination of waste and overall cost performance as their contribution to the management of MEA secretariats. For UNEP, which administers the most MEAs, this has led to greater transparency in terms of overheads of programme support costs and also for calls for the Executive Director to move forward and to take advantage of administrative synergies within those MEAs that UNEP administers. For example, the 2011 UNEP Governing Council/Global Ministerial Environment Forum requested *“the Executive Director to explore the opportunities for further synergies in the administrative functions of the multilateral environmental agreement secretariats administered by UNEP and to advise on such opportunities to the respective governing bodies of those multilateral environmental agreements including the three Rio conventions, as well as with the United Nations system in the field”*.

8. CMS Resolution 10.9 calls for other CMS Family instruments to report on the implementation of the outputs of the resolutions set out in the annex. AEWAs has responded and MOP Resolution 5.17 acknowledges *“CMS Resolution 10.9 Future”* and expresses its wishes *“to continue the cooperation with CMS and the CMS Family to increase efficiency and enhance synergies.”* It requests the Standing Committee *“to contribute, where appropriate, to activities identified in Annex 1 of CMS Resolution 10.9.”*

9. At the 9th Meeting of the AEWAs Standing Committee of AEWAs it was decided to move forward on the synergies issue contained in CMS Resolution 10.9 and the Committee requested the interim Executive Officer of AEWAs and the Executive Secretary of CMS to develop further synergies between AEWAs and CMS and take actions to merge common services and common areas in an effort to redirect the focus of the Secretariats towards strengthening implementation support. It further requested the Executive Secretary of CMS in consultation with the interim Executive Officer of AEWAs to bring a proposal to the AEWAs

MOP6 on the possibility of having a joint Executive Secretary for AEWA and CMS for its consideration.

10. This decision was taken at the 41st Meeting of the CMS Standing Committee where it confirmed its support for the decision and requested the CMS and AEWA Executive Secretaries to conduct a pilot on common services and report back to Parties on progress. This report was sent to the Parties in June and is provided in Annex 2. It reports good progress on the pilot and that it has been a useful experience to duplicate for other services. The Committee also requested a full analysis on other common services which is the content of this report.

Decision of the 41st Standing Committee on Synergies within the Wider CMS Family

Referring to CMS Resolution 10.9 on the Future Structure and Strategies of the CMS and CMS Family (November 2011) and the decision adopted by the 9th Meeting of the AEWA Standing Committee (September 2013) on future collaboration with the CMS Family;

Recognizing the legal autonomy and independence of the Convention and the Agreement, in order to promote efficiency and effectiveness of both instruments and cognizant of meaningful engagements with the Secretariat;

The Standing Committee:

1. Supports the decision of the AEWA Standing Committee and instructs the CMS Executive Secretary to work closely with the AEWA Executive Officer to explore shared services in an effort to improve the conditions for the Secretariats toward strengthening implementation support. To this end, the Standing Committee requests the CMS Executive Secretary and the AEWA Executive Officer to identify current shared services and opportunities where services maybe further shared. The analysis could include elements such as: representation in international fora and other relevant activities and events; coordination of outreach efforts; fund raising and administration; conference services; and development of implementation tools. The analysis and draft proposal are subject to approval by the Chairs of the CMS and AEWA Standing Committees before starting the pilot phase.
2. Building on the work already completed through the Future Shape process, also requests the Executive Director of UNEP to support and fund the CMS Executive Secretary to undertake additional analysis and thorough assessment of all CMS instruments regarding the benefits and disadvantages of shared services, including:
 - a. Costs and savings (human and financial resourcing) under relevant Costed Programmes of Work, where available;
 - b. Impacts on Parties and Signatories; and
 - c. Impacts on implementation support
3. Also requests the Executive Secretary to assess the pilot phase described in paragraph 1 and - together with the analysis described in paragraph 2 – submit draft documents to the Chair of the CMS Standing Committee by 1 June 2014, for circulation to the Committee. Once approved by the Committee, these documents shall be transmitted to CMS COP11 and to AEWA MOP6 for consideration.

Scope of the analysis

11. In interpreting the intent of the decision, there are certain parameters and scope that require identification at the outset of this analysis. The decision of the Standing Committee needs to take into consideration the background of the original decisions leading to this request for analysis that will shed some light on the depth of the analysis required and the actions that are requested by the COP based on the conclusion of this COP. This will include

specifically Resolution 10.9, Rio+20 paragraph 89, and relevant decisions taken by MOPs of the CMS daughter agreements. As the scope of the analysis is clearly placed on instruments and the definition of a legal instrument is an agreement, the analysis will concentrate mainly on agreements in the CMS Family. However, there is a reference to “signatories” at the end of paragraph 118 which also implies that the decision would also wish to take to consideration relevant MOUs that have separate secretariat function in addition to those provided for under the CMS Secretariat. Accordingly, where the implications are relevant, this will also apply to such MoUs.

12. A last clarification is that this analysis applies only to secretariat functions in the CMS Family of instruments. Other synergies regarding programmatic collaboration with instruments outside the CMS Family continue to be extremely important and work continues to be done on strengthening these collaborations, but in the context of other relevant decisions and not included in the decision by the 41st Meeting of the Standing Committee.

13. The decision of 41st Meeting of the Standing Committee requests that this analysis take in consideration the human and financial savings in costs under the relevant elements of the programme of work where available. This level of analysis is not possible at this time as instruments in the CMS Family have not yet adopted detailed programmes of work. CMS itself is only for the first time introducing a programme of work with its budget at COP11. Nevertheless, where possible, savings are identified. A full understanding of the cost savings and redirection of resources could be possible once common services are created. This has also been the same experience in other synergies processes such as the case of the merger of Basel, Rotterdam and Stockholm Conventions. Once the common services were created, the secretariat was then able to report back to Parties on the concrete savings and how these were redirected to implementation support.

Types of Common Services

14. Most instruments in the CMS Family provide very similar services to Parties. In fact this is also true of most MEAs. This is not surprising given that many of the processes that have developed in MEAs have taken place over the course of the same period of time and from the same governments and therefore many have shared experiences and have been set up in very similar ways. Interestingly, this fact is seldom recognized in the international environmental policy-making community, where there is a tendency to assume that because an MEA has been created for a different objective or for a different theme that this somehow defines the way in which the MEA works. The theme of MEA of course will determine the content of services, but the fundamental types of service and the method of how they are delivered remains fairly similar across MEAs. This trend is even stronger in the CMS Family instruments, which, in addition to having developed out of the same parent convention, also share common objectives and themes. As Table 1 shows the CMS Family secretariats deliver very similar common services.

15. This very fact leads to a high potential for instruments in the CMS to share common services instead of creating or maintaining standalone services in their own right which is the case at the moment. The next section lays out what exact services the CMS Family might share and as per the decision of the Standing Committee provides some details of what the impacts on Parties including advantages and disadvantages might be.

Table 1: Examples Types of Secretariat Functions Common across UNEP-administered Conventions

Instrument	Capacity building	Implementation support and Capacity-building	Administrative services (finance, personnel, procurement, travel etc.)	Information management	Fundraising Partner-ship	Conference Service	Communication outreach
CMS	Yes	Yes	Shared	Yes CMS AEWA unit	Yes	Yes	Yes
AEWA	Yes	Yes	Shared	Yes CMS AEWA unit	Yes	Yes	Yes
ASCOBANS	Yes	Yes	Shared	Yes	Yes	Yes	Yes
Gorilla Agreement	Currently no funds	Currently no funds	Interim Shared	Currently no funds	Currently no funds	Yes	Currently no funds
EUROBATS	Yes	Yes	Shared	Yes	Yes	Yes	Yes

What services could be shared?**1. Implementation support and capacity-building**

16. Implementation support and capacity-building are areas with the highest potential for synergies. In this analysis, Parties have asked to understand better how joint services can improve implementation support. In most cases the creation of common service areas creates either efficiencies that can be redirected toward implementation support or frees time in one area that can be then rechanneled towards implementation support functions of the Secretariat. With implementation support and capacity-building being part of that function, they could also be developed into a common service area that could increase the resources and activities for implementation or the amount of time the Secretariat can dedicate to supporting implementation and capacity-building. When examined closely, the implementation and capacity-building activities do not differ that much in CMS Family instruments; in fact, there are much more commonalities than differences. Table 2 clearly shows that implementation support activities vary little across CMS Family instruments. Despite the commonality, under the current secretariat arrangements joint work on implementation and capacity building is done separately or on ad hoc and isolated collaborative activities or projects. There is no fundamental or strategic planning of how to support Parties to do implementation at a core level in the CMS Family instruments.

17. A potential common services approach could be done with CMS instruments under specific species families. For example, a common avian species unit could manage, coordinate and work together on implementation and capacity-building for all bird species from AEWA, the CMS Appendices, Raptors and other CMS MOUs. The current Avian Species Team under CMS tries to promote cooperation but this not the same as having a common unit where the secretariats have a mandate from their COP/MOP and a shared structure. In case of aquatic species, the collaboration is stronger as many of the instruments and MOUs are already administered by the CMS Secretariat and the staff members divide their time between the CMS and the other instruments such as the Shark MOU or ASCOBANS. Still this could be further strengthened by incorporating the implementation support work of MOUs based outside Bonn such as the IOSEA and Dugong MOUs into a common service unit for implementation support. This could take place without moving the MOUs from where they are currently hosted but simply by requesting the Meeting of

Signatories to agree on a common implementation unit that is mandated to work together. A terrestrial species team in CMS is already working on common issues associated with terrestrial MOUs. Again this has been easier to create as the CMS has been given the task of administering these MOUs. The only Agreement dealing with terrestrial species is the Gorilla Agreement and its implementation is foreseen to be carried out through the GRASP programme of UNEP.

Advantages:

18. There are very clear advantages in developing common service teams to support the implementation of instruments in species areas as it allows the instruments to pool staff resources, share tools and develop common activities and strategies on shared threats. The strongest potential for having a common service concerns avian species, where the scope for collaboration is greatest and the number of instruments is largest.

Disadvantages:

19. Balancing specialized needs with general needs is the greatest risk but can be managed with appropriate planning.

- It is presumed that there could be near-term costs associated with reorganization caused by disruptions in routines and adapting. There will also be the initial need to develop and adopt new operating procedures and other management controls.
- There is potential for conflicts over human and financial resources if management controls and decision-making processes are inadequate. This can be managed if proper communication, transparency and dialogue are followed.¹

Implications to implementation support:

20. Having common services in the implementation support and capacity-building area would create more specialization and efficient use of resources, and the expected results are that could channeled back into the implementation support and capacity building activities and therefore having the potential to increase efforts.

Table 2 Examples Implementation Support Activities across CMS Family Instruments

Instruments	Enabling tools guidelines	Species actions plans	Mainstreaming	Awareness raising	Technical assistance	Technical workshops
CMS	Yes	Yes	Yes	Yes	Yes	Yes
AEWA	Yes	Yes	Yes	Yes	Yes	Yes
ASCOBANS	Yes	Yes	Yes	Yes	Yes	Yes
EUROBATS	Yes	Yes	Yes	Yes	Yes	Yes
Gorilla Agreement	Implementation to be coordinated GRASP	Implementation to be coordinated GRASP	Implementation to be coordinated GRASP	Implementation to be coordinated GRASP	Implementation to be coordinated GRASP	Implementation to be coordinated GRASP

2. Conference services

21. A basic function of CMS instruments is to service Conferences and Meetings of the Parties as well as other subsidiary meetings such as scientific and advisory bodies and

¹ This is a common disadvantage associated with any type of reorganization. It applies as a disadvantage to the remaining common services identified in the rest of this section.

workshops. There are also often under CMS Family instruments specialized meetings, expert and capacity-building workshops on particular themes as well as missions of staff. The work involved is quite similar across instruments and involves tasks such as finding venues, providing logistical information to participants, registration, coordination or provision of translation services, badges and identification, travel and logistics. For the CMS Family instruments under UN-administered secretariats, these services are standardized and are governed by rules set by the UN General Assembly regarding procurement, travel and travel per diem. Under the current arrangements these services are not integrated and they are maintained separately by each Secretariat services and in many instances sprawled out into individual units.

Advantages:

22. There are distinct advantages in having a common conference service unit shared between UNEP-administered instruments. There are first and foremost advantages for specialization of tasks which can lead to greater productivity and effectiveness of the unit as specialization allows for skills to be developed in specific areas, greater time to concentrate in a single area and develop expertise and innovation to enable the task to be done even more efficiently. There are also greater opportunities for flexibility and preparedness for temporary periods for overlaps in the event of absences such as sick leave, personal leave or maternity leave because a larger unit can spread the tasks out across the unit and absorb these kind of influxes with lesser impact on services to Parties. Perhaps one of the greatest advantages to Parties is that during high intensity periods as such COP or MOP preparations, a common conference service unit can pool resources from across a team made up of different CMS instrument secretariats and draw from the common resource where needed without having to contract these services temporarily, which tends to be more costly. There are certain advantages as well to sharing resources, and with a common unit there would greater opportunity to share tools, materials and expert services.

Disadvantages:

23. There will be a need to plan better in scheduling meetings in each instrument. This is not insurmountable and many secretariats that have multiple processes and a common conference service team regularly do such planning. In some instances, it has become an incentive to plan better and will ensure that there are fewer competing meetings at the same time for Parties.

Implications to implementation support:

24. The direct implications of a common conference service unit to implementation support are not as discernable as with sharing other common services. Nevertheless, one potential impact could be that freeing resources through specialization could be redirected toward more implementation support. Also if a common conference service team had larger capacity, this would allow for more activities to support implementation such as capacity-building workshops, meetings or missions.

3. Executive management and representation

25. On the Executive Secretary level, the executive function could be another area for stronger collaboration and one that could further enhance cooperation between the Bonn-located secretariats. Many, if not most, of the day-to-day management duties, including representational, administrative and supervisory roles of the Executive Secretaries (ESs) overlap and are done on a collaborative level with the other ESs which requires continual

coordination between them. The administration is already run only by the Executive Secretary of CMS and he/she delegates authority as needed from the UNEP Executive Director to the other ESs.² The ESs also report to the CMS ES as their first reporting officer. Therefore efficiency gains could be possible by having just the CMS ES fulfill this function and allowing the other ESs to focus more on areas of work needing greater attention, such as promoting implementation and capacity- building.

Advantages:

26. A Joint Executive Secretary (JES) could adequately fulfill the executive functions as most of them are very similar and could be achieved under a single post. Institutionally, this type of arrangement is possible with the UNEP-administered instruments, because most of the relevant species, if not all, overlap and are already listed under AEWA and EUROBATs are also on the Convention's Appendices. Party membership coincides to a great extent too. Having one single ES for the UNEP-administered instruments would allow the Secretariats to have a stronger intertwined management, and combine resources.

27. A JES for the whole Bonn-based CMS Family could ensure that all the instruments are represented at the correct political level in both processes important to the instrument and with high-level policy-makers such as ministers and senior officials, and donors. This may not always currently be the case given the lower-level professional positions of the Executive Secretaries of AEWA and EUROBATs. It could also save time and travel costs as a JES could discuss needs for all instruments at these meetings instead of each dealing only with his or her own focused area.

28. There are several other advantages to having a JES, including the following:

- A JES would provide opportunities for better coordination and complementarity of support and capacity-building services for the instrument.
- A JES would ensure that the top management would have a good oversight of the work of all of the instruments and could better promote coherence.
- A JES would ensure would give a single voice and a single face to the whole migratory species area and thus enhance political visibility and weight,
- A JES would be in the best position to identify potential administrative synergies between instruments and cost savings freeing up resources for implementation.
- A JES would allow a more coherent and more credible approach to resource mobilization, by minimizing the risk of competing and overlapping requests for finances, and thus increasing donors' confidence. And, it would allow a common approach to finding funding with donors.
- A JES with an enhanced joint structure would facilitate and promote coordination at the national level.
- The legal autonomy – including the right to determine the budget for its secretariat services – of the instruments would not be limited.

Disadvantages:

29. There are limited disadvantages to having a JES and all of these can be overcome if the risks are identified early on and managed deliberately. Some of the potential

² In 1996 at COP5 the Parties decided to co-locate the European based AGREEMENTS with CMS and established the Agreements Unit. By doing that it gained some synergies with respect to having one common Admin Unit.

disadvantages could include:

- Decreased attention to specialized detail of instruments' needs. This however could be mitigated if the a structure were put in place whereby very focused or technical issues could managed appropriately by a deputy or executive implementation officer of the instrument (see proposed structure below);
- Decreased level of visibility of the instrument. This would be offset because a JES could also elevate the importance of the instrument in higher political circles and processes and technical visibility could be maintained in more specialized circles by an executive implementation officer (see proposed structure below).

Impact on implementation support:

30. if the executive secretary role could be subsumed under a JES and the remaining ESs could then focus attention more on implementation. The ESs of AEWA and EUROBATS are very knowledgeable experts in their respective areas of migratory species either having attained a technical background from educational or professional experience. These skills lend themselves very well to supporting implementation activities. At the moment AEWA and EUROBATS have very limited resources to direct at implementation support activities. Transitioning the Executive Secretaries to more specialized task such as implementation support would mean having an additional P4 spearheading these activities and this way it would be direct support that would increase the Agreements' capacities. In financial terms this could mean redirecting human resources toward implementation support with a monetary value of up to €140,000 per annum.³

31. By subsuming the ES functions under a JES it would facilitate a move towards establishing a joint secretariat for CMS, AEWA and EUROBATS (see Figure 2). The AEWA and EUROBATS Executive Secretaries could then head up their respective agreements as coordinators or principal implementation support officers in a joint secretariat. The result would redirect resources and manpower towards implementation support, and in a joint secretariat, the cross-cutting services such as interagency affairs, planning, communications, capacity-building, and the scientific services found in AEWA, EUROBATS and CMS could be combined to service all three instruments (see Figure 2).

4. Communication and outreach

32. Information, communication and awareness-raising are common functions in the CMS Family instruments. CMS instruments have to cover the fields of information and data management (including reporting and monitoring support), editing and creative writing, website management, video and multimedia production, media relations, spokesperson functions, campaigns, social media and project management with their present levels of staffing. AEWA and CMS currently have a pilot project, in operation since January 2014 under decisions taken by the CMS and AEWA Standing Committees that is showing good initial results. These arrangements could made permanent under a common services approach.

Advantages:

33. One main advantage is greater specialization. The joint CMS-AEWA communication team has shown several advantages brought about through specialization. These are highlighted here to demonstrate what the advantages could be of making the arrangement

³ This figure is the estimated budget cost of a P4 post per year

permanent and expanding it to other secretariats. Before the CMS and AEWA communication teams were joined, staff members were required to multi-task performing an array of the different duties and prioritizing what they could do in a single day. There were always more tasks required than could be achieved and as a result these would receive less attention than they deserved. As small secretariats there are only a limited amount of resources to maintain communications and a long list of work that Parties require to be done. Staff members were working more as generalists dealing with a broad range of tasks. Many of the same tasks were being done at the same time within both secretariats. As generalists staff members were never able to deploy their skill to the full save time by concentrating on more focused tasks nor work in areas that they were either more qualified or better trained to do. It is also important to note that alone each Secretariat was lacking the human resources to fully implement their programme of work, but together they now share the burden. It does not mean that there is a panacea to solve the lack of resources, but now AEWA and CMS can achieve a more efficient use of resources. Overall the joint communications team has seen specialization in terms of website management, press and media relations, social media, publications, strategic communication and management. Other advantages that are being realized include the following:

- Closer programming and strategic planning. For example, both CMS and AEWA are mandated by COP/MOP decisions to develop and/or update their communication strategies (CMS Resolution 10.7 and AEWA Resolution 5.5). This work will now be done through a common communication strategy. In due course, a single strategy could be developed for all CMS instruments;
- A common unit is able to share resources which in the long run should be more cost effective. Social media advertising campaigns could be rolled through shared strategy, and new equipment costs such as cameras, white screens, displays and other promotional material are now shared between the two secretariats. As the common unit matures, this will reap direct savings;
- Combined resources go into common branding and common messaging;
- Centralized awareness-raising activities on threats through publications and online resources, where this is practicable;
- A common unit can free time in secretariats from daily management. For example, in the pilot joint communications teams before the common unit was established, this was done directly by each Executive Secretary. With the appointment of a coordinator, both Executive Secretaries are free to focus on other areas;
- Stronger coherence among CMS instruments.

Disadvantages:

34. There are certain concerns that have been monitored with the CMS/AEWA common communications and outreach unit that could be useful to understand in the context of an enlarged common service between the instruments. However, these have been identified early on and efforts were undertaken to ensure that problems were avoided from the outset or that measures were undertaken to solve them. The approach from the team was to identify the potential risks and ensure that they did not jeopardize the success of the unit. For example, for the moment, the preparation for the CMS COP is the major activity in the unit and concerns have been raised internally that this takes time away from other activities. While an understandable concern, it is equally the case that the work and preparation are an excellent trial run for the AEWA MOP in 2015. The Executive Secretaries have discussed this and agreed that this year efforts will be increased for the CMS COP but the same will be done for the AEWA MOP in 2015. Ensuring the visibility of AEWA has also been raised as a concern

but again the Executive Secretaries are aware of it and will make sure this does not lead to AEWA being neglected. It is acknowledged that, if there were to be a common implementation team for bird species, it would actually facilitate increased visibility for AEWA which could take the lead on avian issues for the CMS Family.

Impact on implementation support:

35. Through specialization of human resources, savings in costs in terms of equipment, campaigns, social media advertising and other areas have a direct impact on implementation activities. This can be achieved because CMS Family instruments could not only have a stronger team to support communications activities that promote awareness generally of the instruments but also they already have a more effective team to raise awareness and promote outreach on common threats to migratory species. These threat might be short-term such as the spike in wildlife crime (illegal bird trapping, poisoning and poaching) or long-term such as climate change, renewable energy installations etc. Also promoting more effective awareness of the positive sides of implementation of the instruments will be possible such as demonstrating to the public and stakeholders the value of migratory species to ecosystem services such as pollination for agriculture or ecotourism.

5. Fundraising and partnerships

36. Funding and partnerships are key areas for small conventions with small budgets and therefore limited means of supporting implementation. The funding and partnership area plays two primary roles: first, it coordinates fundraising with donors in order to raise voluntary contributions to support activities for processes of the treaties (i.e. meetings and supporting developing country participation), capacity-building and the development of tools to assist Parties implement their obligations and facilitates funding to assist Parties or projects for implementing their obligations. The partnership aspects of the area is equally important as a great deal of work requires coordination with other UN bodies and agreements. There are often opportunities to improve support for implementation by working with these bodies or through processes set up under them. They often have more strategic processes in which small conventions and agreements such as the CMS Family can participate, such as the NBSAPs, Aichi Targets or SDGs. Within CMS, NGOs are also playing a very important role in directly supporting implementation.

37. The current situation of fundraising and partnerships in the CMS instruments is diverse. In CMS there is a dedicated officer who spearheads this work coordinating efforts in close consultation with the Executive Secretary. Often many of the projects for which the officer obtains funding are joint projects that benefit the whole CMS Family (i.e. online reporting, website development, focal point guidelines etc). The officer also deals with overarching or general partnerships liaising with other UN agencies and MEAs. Partnerships that are more specific to species areas are dealt with by the dedicated teams in the CMS Secretariat. Other agreements and instruments with the CMS Family do not have a dedicated partnership or fundraising officer and these activities are normally taken up on a “need to” basis or only form part of the job description of officers.

38. There is a strong potential for this area to be shared among CMS Family instruments. Already there is a great deal of overlap in potential donors, and a common approach to fundraising and building partnerships could be a good way to contact these donors in a more coordinated and strategic manner. Also creating common unit in this area could benefit the smaller instruments in the CMS Family that do not have a dedicated or a full-time

professional officer for this work. Already the Future Shape Resolution 10.9 has called a more strongly coordinated and expanded approach to fundraising, and creating a common service in this area would be in line with this decision of the Parties.

Advantages:

39. The main advantage for a common service for fundraising and partnerships is that all the CMS instruments would have a full-time, professional and dedicated for fund-raising and partnerships. Other advantages would include:

- Common messaging and approaches to donors would increase chances of mobilizing funding;
- More opportunities for common projects and programmatic synergies among the CMS agreements;
- Share a common fund-raising strategy instead of duplicating efforts;
- Reduce any competition for funding.

Disadvantages:

40. Some specialized needs for instruments may need to be ensured so must be identified and included within any fundraising strategy that is carried out from a common service.

Implications to implementation support:

41. A major impact of having a common fundraising and partnership policy is that there could be a higher concentration of efforts across the agreements to find funds and develop partnerships that prioritize implementation support activities.

6. Scientific services

42. Scientific services are an area also increasingly found in those MEAs with a high level of complexity and technicality, requiring technology or scientific advice and expertise to inform decision-making. For the migratory species instruments, scientific advice is crucial to the understanding of the impacts on the conservation of migratory species. Many of the CMS Family instruments such as AEWA, EUROBATS, ASCOBANS and MOUs have a scientific committee or advisory processes that include a scientific component. The demand for scientific services is increasing both within the agreement processes as more studies and information become available and must be assessed as well there are more scientific processes outside the CMS Family instruments that require coordination, consultation and interaction (IPBES, IPCC, SBSTTA, IUCN working groups etc.). In CMS, there is a dedicated scientific advisor who works closely with the species teams on all scientific aspects of the convention. The person is assisted by a very robust Scientific Council with members appointed by both the COP and by each country, who elect a chair from among their membership. Both AEWA and EUROBATS have technical officers that play similar roles. So there is a great a great deal of scope exists for having a common unit on scientific services as this would intensify collaboration and reduce duplication. There might be a great deal of complementarity given that many of the CMS Family instruments are specialized in specific species while CMS is dealing with these species at a global level. There may also be more opportunity to use the CMS Scientific Council to discuss scientific matters from other instruments given its reach and scope on many migratory species and its working groups on many cross-cutting conservation issues.

Advantages:

43. Having a common team or officer for scientific services could result in a more concentrated and dedicated approach in smaller instruments. Joint scientific services among the CMS Family instruments would promote stronger efforts for scientific collaboration and coordination among CMS Family instruments.

Disadvantages:

44. There would be a need to ensure that specific issues particular to each instrument are dealt with adequately, but as with any broader approach to issue management, these risks can be mitigated or even eliminated if identified early on and measures are put in place to address the specific needs with broader needs.

Implications to implementation support:

45. Scientific services are currently spread out over the secretariats of the smaller instruments and often one of the tasks of officers or professional staff who have to manage many other issues. Centralizing the scientific services into a common unit or team could free time from secretariat staff to dedicate or focus more on implementation support issues.

Where are Synergies Most Likely Possible in a Typology of CMS Instruments?

46. In further developing the level of analysis required, it is worthwhile for clarity's sake to provide an understanding of the different types of secretariat functions that the CMS Family instruments have. This is important as it will assist the understanding of where the greatest advantages of the sharing services lie and where this may be unfeasible or disadvantageous. It will also allow Parties to disaggregate the complexity of the CMS Family and allow the COP and MOPs to take different actions and in an appropriate manner according to the instrument's inherent characteristics (which in many cases may be shared but in many other cases might not be). The following is the typology by which this analysis will follow:

CMS family instruments geographically located together and administered by UNEP

47. These are majority of CMS agreements and include CMS, AEWA, EUROBATS, ASCOBANS, and Gorilla Agreement. For these agreements because of their common administration by the United Nations which requires them to follow set UN rules and procedure and standards for personnel, it will be easier to develop common services. These agreements are also co-located in Bonn which facilitates more direct interaction and day-to-day operation in a common service setting.

Instruments administered by other entities or arrangements:

48. These agreements include ACAP, the Wadden Sea Seals, and ACCOBAMS. Given that these agreements are administered with diverse sets of rules and administrative procedures and under different authorities, it is unlikely that common services would be practical or feasible without fundamentally changing the secretariat arrangements. The separate geographical location also adds to this complexity. Stronger programmatic synergies, particularly in terms of working on implementation support issues, are both feasible and could be pursued with a stronger effort.

MOUs administered under CMS:

49. These MOUs make up the vast majority. In the CMS Family there are 12 MOUs

administered by CMS and include Aquatic Warbler, Atlantic Turtles, Bukhara Deer, Middle European Great Bustard, Sharks, Siberian Crane, Pacific Island Cetaceans, Saiga, West African Elephants, West African Aquatic Mammals, Grassland Birds and High Andean Flamingo. Here there remains a high potential for sharing services though most of these MoUs with the exception of a few such as the Sharks MOU benefit from services paid from the CMS budget or have adequate voluntary funding for activities. Nevertheless for MoUs such as the one on Sharks there is a high potential for them to participate in a common service arrangement under the CMS Family.

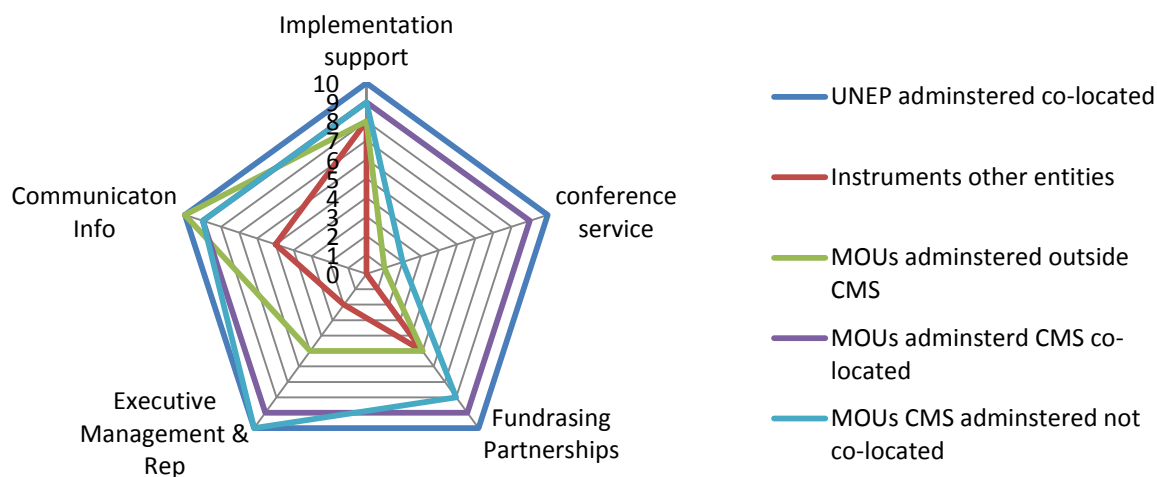
MOUs administered by CMS but not co-located

50. there are three MoUs administered by CMS but located outside of Bonn these concern Raptors, Dugongs and IOSEA marine turtles. The IOSEA secretariat will temporarily relocate to Bonn whilst the Executive Coordinator is on sabbatical for one year (October 2014-October 2015). Common services where there is limited scope for these MOUs to share with the Bonn-based instruments include conference services, but there are some areas where there is a stronger potential for collaboration such as fundraising partnerships, communication and implementation support.

MOUs administered outside CMS

51. There are two bilateral agreements where CMS plays the role of depository – the Ruddy-headed Goose and the Huemul MOUs. There is little opportunity for sharing common services given their geographical locations and scope. The Monk Seal MOU is essentially run by the four signatories while the Slender-billed Curlew might well be extinct.

Figure 1 Graphical Representation of Types CMS Instruments with Propensity for Common Services



This chart is based on a simple rating of 1 to 10 showing the instruments' propensity to share common services based on the explanation above - 1 is the lowest propensity and 10 high is the highest propensity. It clearly shows the strongest opportunity for synergies is for agreements and MOUs geographically located together and administered by UNEP.

Membership and Managing the Scale and Scope of Instruments

52. One of the most often questioned aspects of sharing common secretariat services among MEAs is how to share costs. As the previous section demonstrates, CMS Family instruments vary to a great extent. The CMS is a global treaty with 121 Member States while other instruments are regional covering a smaller part of the CMS membership. Some CMS MOUs include signatories that are not Party to CMS. This situation is certainly not new and there are many MEAs that host sub-agreements or protocols under them such as the Convention on Biological Diversity where the membership does not completely overlap. A similar arrangement exists with the UNFCCC and its Kyoto protocol. The Basel, Rotterdam and Stockholm (BRS) Conventions also does not have a congruent membership in each instrument but have nevertheless been able to share common services and a joint secretariat thereby creating synergies. Several types of arrangements can be made from setting agreed percentages for amount of time that each secretariat staff dedicates to the common service, timekeeping, programmes that outline the work and cost sharing arrangements. CMS and ASCOBANS are a concrete example where a percentage of time of each staff is set out in advance (P2: 75% for ASCOBANS, 25% for CMS; P4: 15% for ASCOBANS and 85% CMS, D1 3% ASCOBANS and 97% CMS. IOSEA also has a similar arrangement for its P5, where CMS pays 12.5% and IOSEA 87.5%.

53. These arrangements are feasible and used successfully. They often come with regular reporting to the Parties of the time dedicated by staff and expenditure of financial resources. For example the BRS Conventions report both the resources used from each secretariat's contribution as well as the efficiencies and savings that have been gained and how these have been channeled back into implementation support work. It also reports on delivery improvements as a result of synergies. Similar reporting, monitoring and accountabilities within the CMS Family instruments could be also adopted if they undertook common services.

Approaches to operationalizing Common Services in CMS Family Instruments

54. There could be different approaches to bringing together common secretariat services in the CMS Family instruments. The Basel, Rotterdam, Stockholm (BRS) experience which is the leading example of integrating common services between autonomous MEAs approached the common services through a "big bang". It took a simultaneous decision in all three of the conventions' COPs to create a joint secretariat with common services across the board. The Parties were also ready to accept that there would be near-term costs associated with the creation of joint secretariat as it was presumed that the reorganization would cause disruptions in routines and there would need to be efforts to develop and adopt new operating procedures and other management controls.

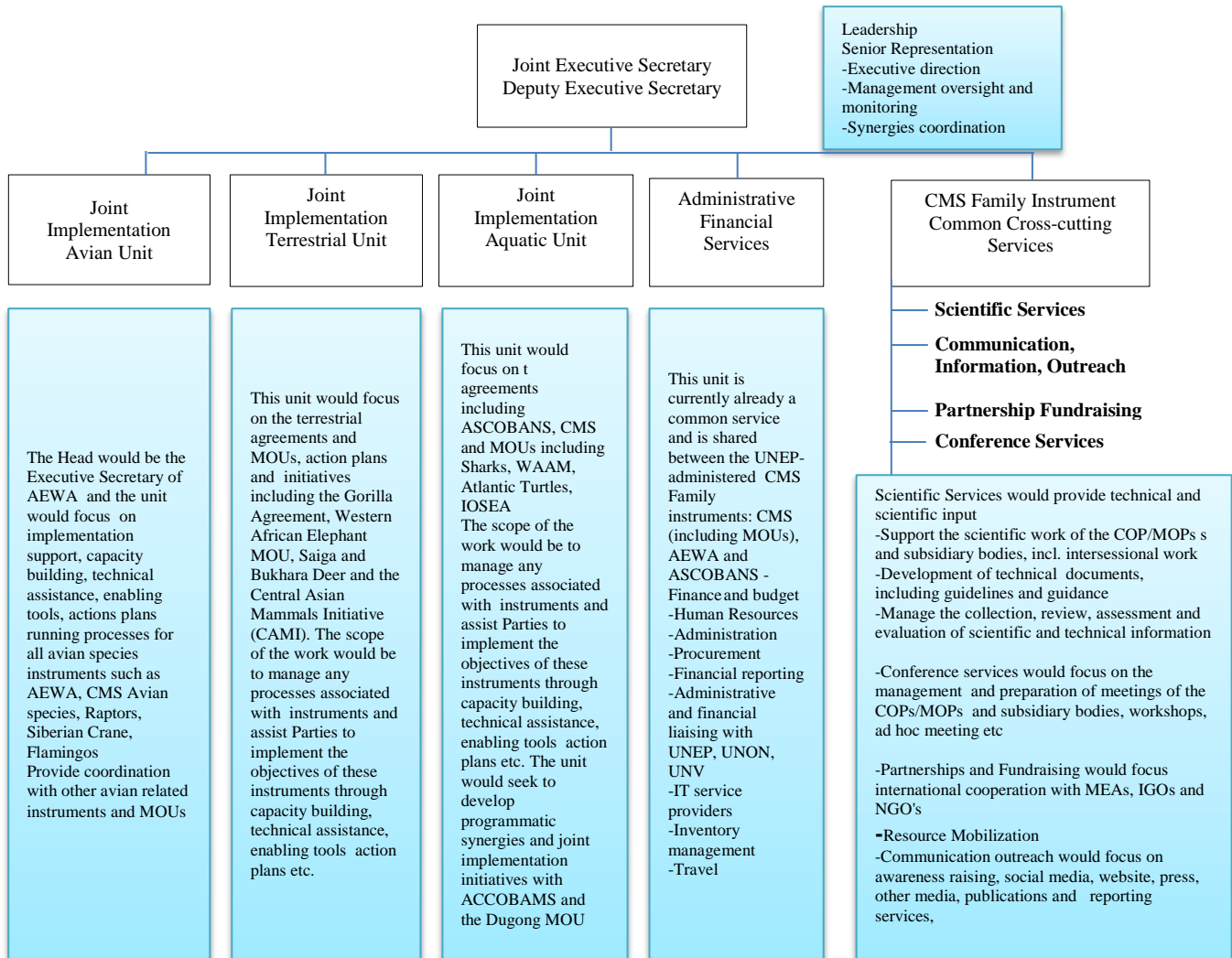
55. The BRS approach has succeeded and surveys of Parties have shown an improvement in the quality of service and there has been measurable saving in efficiencies that have been redirected toward supporting the implementation of the three conventions. The near-term cost disruptions across the secretariat have never been fully measured and it is presumed that there would be a period of transition of two-three months before there was a full recovery.

56. However, another way of developing common services is to take a pilot approach, whereby the services were identified and a joint unit proposed with terms of reference, new

structure, strategy and programme of work. The joint service would then be piloted for several months and once established another service could be piloted. This way the down time of the secretariats and the near-term costs could be minimized. CMS and AEWa have had a good experience with their first pilot on communications, information and outreach. The process could be replicated on other services following the steps described above.

What would a potential joint CMS Family Secretariat structure look like?

Figure 2

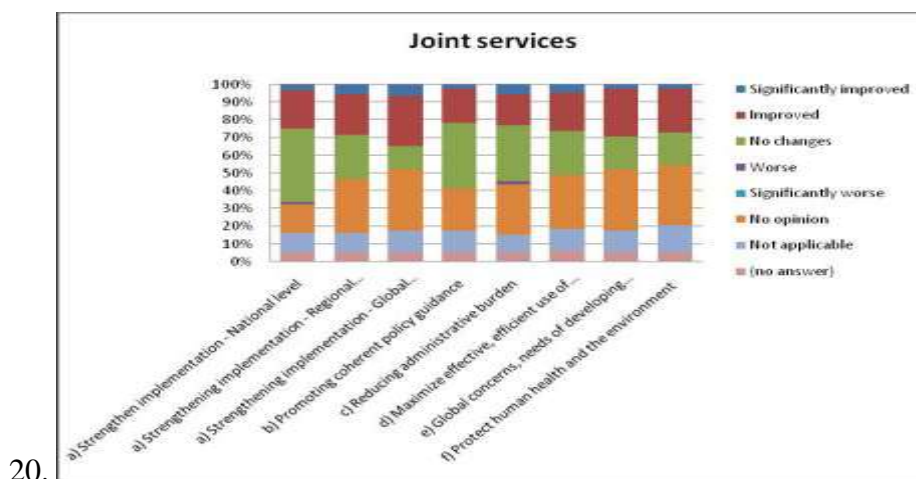


Common Services Experiences in other MEAs

57. There are experiences in areas such as the BRS Conventions that can be built on and shared as good practices. One of the key steps in the synergies process here was first putting one Executive Secretary (ES) on top of these secretariats. This then allowed for the ES to reorganize the three conventions in a way that they could share costs, maximize their manpower and utilize resources more efficiently. A BRS report published in February 2013 by the Joint Secretariat and based on a questionnaire sent to the Parties, showed clearly that these new institutional and organizational arrangements allow the BRS Conventions to concentrate resources more effectively on implementation-oriented issues and improve the secretariats' efficiency. More than half the Parties have expressed an opinion and consider that the synergies arrangements have, overall, improved the achievement of the conventions' objectives. The greatest improvements appear to be in respect of the strengthened implementation of the conventions, as it was agreed that resources saved from synergies should be reinvested in implementation activities.

58. There have not only been gains of efficiency by reducing overlaps, but this has led to substantial cost savings for Parties. For example, in 2013 the establishment of a single joint Executive Secretary for the BRS Conventions saved US\$564,851 in staff costs, US\$332,040 in meeting costs and US\$160,000 in operational costs.⁴ The main gains however, seem to be the gains that have made in strengthening the services to parties. By combining the forces of the three conventions the secretariats we able to fill gaps and weaknesses that separately they had but together they could address either through specialization or complimentarity. The improvements in service is graphically shown in Table 3.

Table 3



59. The idea of creating a more interlinked secretariat of the CMS Family is not necessarily new. A similar arrangement was made in 2006 concerning the ASCOBANS Secretariat whereby it was decided that the Agreement’s ES functions should be carried out by the CMS Executive Secretary. Though this arrangement was done by a matter of necessity rather than design, the results have ultimately been positive as indicated by a 2012 report the “*Evaluation of the Merger of the ASCOBANS Secretariat with the CMS Secretariat*”. The results have led to considerable savings in costs to Parties.

Conclusions and the Way Forward

60. This report shows that common services are feasible in the majority of functions and services in the CMS Family instruments. The potential for developing common services is high because the CMS Family instruments are similar in nature and share the common objective of conserving migratory species. The specific and regional needs of instruments can be addressed in developing a common strategy and work programmes within a common service area. Cross-cutting areas such as conference services, communication, information and outreach, partnerships and fundraising and scientific services also have a very high potential to be shared as these are functions already present in most MEAs (including the CMS Family) and involve very similar work. The pilot of the communication and information outreach demonstrates that a common unit is possible and lead to gains in efficiencies through specialization, fill gaps in the delivery of the service and can result in an overall better service for the Parties. The goals of developing efficiency should not be to reduce costs. Rather, since

⁴ Estimated cost savings resulting from synergies among the Basel, Rotterdam and Stockholm conventions for the period 2012–2013 UNEP/FAO/CHW/RC/POPS/EXCOPS.2/INF/22.

the CMS Family instruments do not have the resources to meet the needs of Parties, the goal should lead to a strengthening of the service and when possible gains should be directed towards the implementation of the Convention at all levels.

61. The political support for moving forward is present and there have been almost universal calls for developing stronger synergies in MEAs. The issues have been on the agenda of CMS for several years and a great deal of resources and time has gone into providing information to move forward. The Parties have the necessary information; any gaps they feel still need to be filled can be addressed along the way. CMS Parties have also benefitted from the experiences in other processes such as the Basel, Rotterdam and Stockholm Conventions, which have shown that common services do work and in these cases there has been a strengthening of the quality of the service and savings that have been deployed towards supporting the implementation of the conventions. Within the CMS Family there are also concrete successes that contribute to the evidence that this can be a successful approach. The CMS Family instruments based in Bonn and administered by UNEP have a shared administration. ASCOBANS and CMS have a shared secretariat including a joint Executive Secretary. A pilot conducted by CMS and AEWA in communications and information has shown that cross-cutting services can be shared successfully. Parties need to now take the next steps in ensuring that CMS Family instruments can have the strongest and most efficient secretariat possible in the current financial climate.

62. The next steps could be to build on the information and the processes that are in place. The piloting process is a good technique to build up more common services gradually without having large disruptions in the secretariats. The technique has a good balance of wishing to move forward but tempering this with accountability through regular reporting by the Executive Secretaries and oversight by the Standing Committees through their Chairs. CMS and AEWA have taken progressive steps towards decisions of merging common services and these agreements are the two largest in the CMS Family. Moving forward first with these two Secretariats could provide the foundation for the encouragement of sharing services among other CMS Family instruments.

Annex 2**Executive Secretary Report on the CMS/AEWA Pilot on the Common
Communication and Outreach Unit
June 2014****Background**

1. In January 2014, in accordance with the decision of the 41st Meeting of the Standing Committee to conduct a pilot scheme to share a common secretariat service between AEWA and CMS, the CMS Executive Secretary, in consultation with the Acting Executive Secretary of AEWA, proposed establishing a joint team covering Communication, Information Management and Outreach (hereafter referred to as the Communications Unit). A proposal was prepared and circulated to the Chairs of the Standing Committees of AEWA and CMS for their approval as required by the CMS Standing Committee. On 20 January 2014, both Chairs gave the go-ahead to conduct the pilot.

2. The pilot was immediately launched and will continue until the COP when it is expected that the results of the pilot and an additional report proposing further joint services between the CMS and its daughter agreements will be considered and a decision taken on further steps towards creating greater synergies within the CMS Family. The Standing Committee of AEWA requested AEWA and CMS to merge common services but a final decision would be considered by the AEWA MOP in 2015.

Recapitulation

3. The goal of the pilot was to explore shared services “in an effort to improve the conditions for the CMS Family Secretariats toward strengthening implementation support”. Other lower order principles guiding the selection of the functions for the pilot included the selection of an area where there would be mutual beneficial and reinforcing outcomes, cost savings, filling gaps in existing resources and improving the quality and quantity of services, and which would, in a relatively short period, deliver results providing clear evidence for Parties that the synergy is of value.

4. It is understood, as an underlying premise of the pilot, that the Secretariats, by conducting the analysis, should benefit from learning by doing. In addition, lessons learned, including on the modalities of merging further common services, could be gleaned from the pilot and would become part of a further analysis that could include all other CMS Family instruments and that would also be communicated as part of a package to the Parties for a further decision on synergies for other common services. The full proposal provided to the Chairs of the CMS and AEWA Standing Committees is attached as an annex.

5. This report outlines the progress so far in conducting the pilot and offers insights into lessons learned which will help guide and reassure Parties of future sharing of common services between CMS, AEWA and possibly EUROBATs, and other potential synergies inside the CMS Family. The Executive Secretaries conducted internal discussion to map out and develop the organization of the new unit.

Description of the Common Unit

6. The Common Unit was established in January 2014 following acceptance of the proposal made by the Executive Secretaries of CMS and AEWA to the Chairs of the Standing Committees. The new team is co-located on the 8th floor of the UN Campus building in five adjoining offices in order to facilitate communication and collaboration. It was decided to form the unit with an overall coordinator, an IT and information officer, an editor and writer, and a media relations specialist. Both CMS and AEWA contributed support staff for the new unit.

Assessment

7. Despite it being a very short period to design and undertake a pilot and in the new environment, there are concrete results and promising areas of collaboration that clearly demonstrate that the pilot - even at this early stage - can be considered successful. The next section outlines what these results have been in tangible terms and also sets out areas still under development but nonetheless already showing promising improvements. The results have mainly been in the form of strengthening communication and outreach and led to gains in specialization, from sharing common programmes and strategies, sharing resources and finally by bringing greater coherence to the work of CMS and AEWA.

Gains from Specialization

8. On face value, the CMS and AEWA communications teams had at the outset a potential for complementarity and they seemed to be a natural fit. This was one of the reasons why it was chosen as a first area to pilot common services. This rationale was confirmed after the units were joined into one common team. Before the communication teams were joined, staff members were required to multi-task, performing an array of the different duties each day and having to prioritize what they could do in a single day. There were always more tasks required than could be achieved and as a result some would receive less attention. As the secretariats are small, there are only a limited amount of resources to maintain communications and to address the long list of work that Parties require to be done. Staff members were working more as generalists dealing with a large number of tasks. Many of the same tasks were being done at the same time within each secretariat. As generalists they were never able to save time by concentrating on more focused tasks nor could they work in areas for which they were either more qualified or better trained. It is also important to note that each Secretariat was lacking the human resources to fully implement its programme of work but together they now share the burden. It does not mean that there is a panacea to solve the lack of resources, but now AEWA and CMS can have better resource efficiencies.

9. When the two teams were joined into one team, it allowed the Communications Unit to map out what the common tasks were between the secretariats: for example writing and editing, postings, website announcements and improvements, media relations, press releases, notifications, programmes, coordination, strategic communications and management and dealing with contractors. What was realized was that many were being duplicated in each secretariat. The team was then able to divide up the tasks allowing for more specialization. At the same time, the Communications Unit was able to plan together and decide on common priorities. In this way the Unit has been able to focus on its work plan and dedicate more time to achieving shared goals. It has allowed the team to be reinforced because through joining

forces and sharing them on a common agenda there are more resources directed at common service and specialization has allowed more efficiency.

10. Importantly, the shared unit has given an impulse to start looking at the common service (communications) in a more strategic way. We are starting to change a culture inside CMS and AEWA to start planning communication activities and to involve the wider CMS and AEWA staff more. Though still in an initial phase there are very positive indications. Prioritization still remains challenging but can be overcome with proper communication and systems have been put in place to ensure that this will happen.

Freed time of management

11. The new Unit has freed time in both secretariats from daily management. Before the common unit was established, this was done directly by each Executive Secretary. With the appointment of a coordinator, both Executive Secretaries are free to focus on other areas for management.

Coherence

12. The new Communications Unit has also facilitated more coherence between CMS and AEWA. Parties have encouraged CMS and daughter agreements to move toward more common branding and coherence of their image to the outside world. For example, following the common CMS Family Website project, the Unit has begun to develop a common design style guide for the CMS Family. The Future Shape process requested very specific actions such as common press releases and media announcements, and public events and species campaigns (e.g. World Migratory Bird Day).

13. Between CMS and AEWA all this is now taking place in practice. Press and media activities are planned, developed, vetted and executed from one common unit. Resolution 10.9 of CMS requests that greater coherence be brought to communication activities in the CMS Family. AEWA Resolution 5.17 requests the AEWA Standing Committee “to contribute, where appropriate, to activities identified in Annex 1 of CMS Resolution 10.9. The following table summarizes the area indicated by the Resolution 10.9 in order to demonstrate how the pilot phase has created more coherence:

“CMS to commence coordination of communication activities”	A single team now allows communication activities to be centralized. Media Pipeline for organizing and planning web announcements / press releases / notifications / events etc allows for central planning and processing of all CMS and AEWA communication activities
“CMS to coordinate communication operations and strategies as centralized services across Agreements/MOUs”	Taking place now between CMS and AEWA and among MOUs. Beyond these two agreements and the MOUs for autonomous agreements such as EUROBATS it will require either buy-in to the Communications Unit’s strategies and services or a decision to join the common unit.
Coordinate press and media announcements and the implementation of species campaigns and public events.	Press and media releases are now completely coordinated between CMS and AEWA under the Communications Unit. Species campaigns such as World Migratory Bird Day are being run jointly and the Communications Unit will develop

	<p>small targeted common campaigns focusing on shared species, threats or on common drivers/pressures/issues such as renewable energy, marine debris, by-catch, wildlife crime and climate change. Collaboration on public events is stronger than ever: for example, for World Wildlife Day, CMS and AEWA collaborated with UNFCCC and CITES launching joint op-eds with the Executive Secretary which were published in the Guardian and another with the Secretary General of CITES which ran in the South China Morning Post. We also collaborated on social media. WMBD is another example where the joint team collaborated to coordinate more than 400 events around the world and ran press releases and op-eds in major newspapers.</p>
<p>Support the development and maintenance of CMS Family websites and CMS provide centralized awareness-raising on COP/shared threats through publications and online resources, where this is practicable.</p>	<p>Having a joint communication unit has enabled CMS and AEWA to more effectively engage in social media such as Twitter and Facebook. Both media have substantially expanded in followers and “likes” over the last several months since the common unit was created. Common guidelines for Twitter use are now under development. March 2014 also saw the launch of the common website. CMS and AEWA centralized their work to launch the new website and the new common unit spearheaded working out the glitches with the site and ensured the switch over to the new websites was coordinated. There was a single point of entry for development of the new site with the vendor Eau de Web.</p>

Gains from Common Programmes

14. The common unit has meant that CMS and AEWA have moved towards closer programming. For example, both CMS and AEWA are mandated by COP/MOP decisions to develop and/or update their communication strategies (CMS Resolution 10.7 and AEWA Resolution 5.5). This work will now be done through a common strategy. So far, Terms of Reference have been developed that will propose a common strategy that will have similar overarching goals, targets and approaches. CMS and AEWA will share the cost of the consultancy for the development of the strategy. This produces savings with respect to human and financial resources; instead of having two contracts and two teams dealing with the strategy, there is a common team and one contract with shared costs.

15. The common strategy will also be an opportunity to map the priorities for each agreement and plan where resources should be shared, or how shared goals can be balanced so that tasks that are agreement-specific can be taken into account and planned. It is expected that the joint strategy will be developed and presented to the CMS COP followed by the same process for the AEWA MOP in 2015.

16. A similar shared programme of work is now also planned for the area of Communication, Education and Public Awareness (CEPA).

17. The Communications Unit is now also developing a common programme of work for its overall activities. The POW will first be shared with CMS Parties at the COP in November and with the AEWA MOP in 2015. This exercise should better identify the savings gained which could be re-channelled to strengthening the effectiveness of communication and outreach for both CMS and AEWA.

Sharing Resources

18. The Communications Unit is able to share resources which in the long run should be more cost effective. It is planned that the social media advertising campaigns will be rolled out jointly, and the costs of new equipment such as cameras, white screens, displays and other promotion material are now shared between the two secretariats. As the Communications Unit matures, this will reap direct savings.

What is the Impact on Implementation Support?

19. Through specialization of human resources, saving costs in terms of equipment, campaigns, social media advertising and other areas has a direct impact on implementation activities. CMS and AEWA have a stronger team to support communications activities promoting awareness generally of the two organizations. They also now have a more effective team to raise awareness and promote outreach on common threats to migratory species, whether these are threats in the short-term such as the spike in wildlife crime (illegal bird trapping, poisoning and poaching) or long-term threats such as climate change and renewable energy installations. They can also promote more effective awareness of the positive sides of implementation of the instruments such as demonstrating to the public and stakeholders the value of migratory waterbirds and other migratory species to ecosystem services such as ecotourism or pollination for agriculture.

20. If CMS and AEWA shared a common implementation team for avian species, there could be even more of an impact on implementation support because it would mean that the Communications Unit could support the promotion of the shared strategy for the two organizations.

21. The Communications Unit has been very important for COP preparation because it has been able to focus on promoting the Conference through social media, developing the promotional materials, trailers, op-eds, press conferences and the many other aspects required of a unit in the run-up to such meetings. They can do it as a larger, more specialized team. At a COP or MOP, they can also manage media relations and communications better as a stronger team. Given the CMS COP and AEWA MOP are not being held at the same time or even in the same year, it means that the team can concentrate and work collaboratively for COP preparation. This year the focus will be the CMS COP but next year the same level of effort will be put into the AEWA MOP.

Concerns and Risks

22. There are certain concerns that have been expressed over having a common unit. However, efforts were made to ensure that problems were avoided from the outset or that measures were undertaken to solve them. The approach from the team from the outset was to identify the potential risks and ensure that they did not jeopardize the success of the unit. For example, for the moment preparation for the CMS COP is the major activity and concerns

have been raised internally that this takes time away from other activities. While a legitimate concern, it is equally the case that the work and preparation are an excellent trial run for the AEWA MOP in 2015. The Executive Secretaries have discussed this and agreed that, this year, efforts will be increased for the CMS COP but the same will be done for the AEWA in 2015. Ensuring the visibility of AEWA has been raised as a concern but again the Executive Secretaries are aware of it and will make sure this does not endanger the success of the unit. It is acknowledged if there were to be a common implementation team for avian species, it would actually facilitate increased visibility for AEWA which could take the lead on bird-related issues for the whole CMS Family.

Conclusion

23. In only a short time there are results that show that the common information and outreach unit of CMS and AEWA is working well and has substantially strengthened overall communication. The common unit has brought new strengths through specialization, it has improved coherence and it has allowed for shared programming, more focused preparation for COPs and MOPs, freed time of the Executive Secretaries and has allowed for the two organizations to share resources, with even greater benefits accruing over time.

24. The pilot clearly shows positive results and indicated that creating common services in the CMS Family is not only viable and possible but it will have a demonstrable impact on improving the service provided. Though it is early days yet, there are already very positive signs for future sharing of common services between AEWA and CMS.

Annex to Annex 2

Analysis and Proposal for a Pilot of Shared Services between UNEP/CMS and UNEP/AEWA in the Areas of Information, Communication and Awareness-raising

1. Introduction

1. After over a decade of international discussions on promoting synergies as a concept to bring more coherence to the multiplicity of MEAs, countries are increasingly aware of the need to put words into actions. The Rio+20 outcome, “The Future We Want” resolves the question of where this action must start as it clearly puts the onus for action on the very countries that are members of MEAs.

2. The CMS Family is one of the more complicated myriad of autonomous international instruments, but also has a common origin and serving a common goal of protecting migratory species. In carrying out the overarching goal of serving Parties in their efforts to protect migratory species, many of these instruments have common functions, but those instruments administered by UNEP and co-located in Bonn offer a unique opportunity to enhance synergies in the CMS Family.

3. In some ways the Parties to the CMS Family have been very forward-looking. In 1996, CMS COP5 took a key initial step and requested the MOPs of the European-based agreements to consider co-locating their secretariats with that of the parent Convention. In addition, a common Administration Unit was established when the AEWA Secretariat moved to Bonn. Now several years later, after these early steps have been realized, AEWA and CMS Parties are again ready to take another bold step forward.

4. Based on the Future Shape process initiated under Resolution 9.13 and its outcome, which in Resolution 10.9 proposes options for the future organization and the strategic development of the CMS Family, the Parties to both AEWA and CMS have requested the secretariats to explore the possibility of merging common services. In September 2013 the specific details were decided at the 9th AEWA Standing Committee Meeting which identified the need to explore the possibility of merging common services and invited CMS to do so too. Several weeks later the 41st CMS Standing Committee Meeting accepted the AEWA invitation and mandated the CMS Secretariat to undertake a pilot phase which would see the merging of common services, and to report on the progress of this undertaking. To enable the Parties to take a decision on the next steps at COP 11, a further analysis of other possible functions that could be merged was also requested to be commissioned.

5. In carrying out the first step of a pilot phase, the Standing Committee has requested the Executive Secretary of CMS, in cooperation with the Executive Officer of AEWA, to prepare an analysis and a proposal that identify the best opportunity for the pilot. It is in this regard that this paper has been prepared and argues that the shared services of information, communication and awareness-raising are most suitable for a pilot at this stage and offer the best prospects of gaining more experience of synergies and of learning by doing. The Secretariat will report back on the replicable and measurable results of the pilot to the COP11 for a further decision. This document therefore highlights the potential benefits of shared services in these areas and provides a justification that would become the basis for the Chair of the CMS Standing Committee to give the go-ahead to conduct the pilot as required under the 41st Standing Committee Meeting decision.

2. Goal

6. According to the decision taken by the Standing Committee at its 41st Meeting, the goal of the analysis is to provide a rationale for a pilot that would explore shared services “in an effort to improve the conditions for the CMS Family Secretariats toward strengthening implementation support”. Other lower order principles guiding the selection of the functions for the pilot include the selection of an area where there would be mutual beneficial and reinforcing outcomes, do more with the same level of funding, filling gaps in existing resources and improving the quality and quantity of services, redirecting staff time towards implementation support, and in a relatively short period deliver results that would provide clear evidence for Parties that further synergies are of value.

7. It is understood as an underlying premise of the pilot that the Secretariat, by conducting the analysis, should benefit from learning by doing. In addition, lessons learned, including on the modalities of merging further common services, could be gleaned from the pilot and would become part of a further analysis that could include all other CMS Family agreements that would also be communicated as part of a package to the Parties for a further decision on synergies for other common services.

3. Benefits

8. There are a number of potential benefits that could arise from closer collaboration and institutionalization of the relationship between the AEWA and CMS. Such areas include fundraising, conference services, capacity building, legal services, scientific expertise, implementation units and executive functions. However communication, information management and awareness-raising offer a number of key benefits that would be useful for a pilot and offer certain lessons learned and an indication of how they can be replicated as the Secretariats move forward on synergies. The following section highlights what these benefits might be.

3.1 A Common Service linked to Implementation Support

9. Information, communication and awareness-raising are common functions in MEAs and almost every main MEA must fulfil them in one way or another. In many ways it is a generic function given that the types of activities and the tools that are used to deliver the services are fairly uniform. The objects of the functions are multifaceted and have direct links to implementation support because the services are used as a method to generate support for the primary obligations of a convention. These include encouraging the engagement of stakeholders, policymakers and the public, alerting Parties to emerging issues that could affect the implementation of the convention, placing pressure on Parties to take action to address implementation problems or garnering support for concerted efforts. There are also direct links to projects that often have elements related to implementation. The information management aspect of the service is also critical in facilitating and providing the tools for monitoring and reporting, a key obligation that Parties have under both AEWA and CMS.

10. The texts of both CMS and AEWA contain similar language in their instruments addressing information, communication and awareness-raising and both have had numerous resolutions which intend to strengthen this function and call for increased coordination in the area of information, communication and awareness-raising among the Secretariats.

3.2 *Current Situation*

11. The current situation in both the AEWA and CMS is that although information, communication and awareness-raising remain central services, the Secretariats remain understaffed and under-resourced. Not all aspects of the services can be adequately fulfilled and there is, in most cases, more work than there are working hours available. In the AEWA Secretariat, there are currently one and a half staff members dedicated to information, communication and awareness-raising, while the CMS Secretariat has three staff members dedicated to these topics, one of them being a consultant editor. Stronger collaboration could therefore create many of the benefits described below.

3.3 *Complementarity and Specialization*

12. There is a strong complementarity between the information, communication and awareness-raising services in AEWA and CMS which could be enhanced further in an environment where the demand to use more innovative and technologically driven techniques put new pressures on the secretariat. There is a very wide and constantly growing spectrum of tasks which need to be covered in the area of information, communication and awareness-raising and it is increasingly difficult for each Secretariat to cover all of these areas alone with present levels of staffing. The merger makes sense, if it will result in a well-managed, coordinated and strengthened communication team where tasks are clearly identified, specialized and spread across the team. This includes areas such as website management, press and media relations, social media, publications, strategic communication, and management.

13. Both Secretariats have to cover the fields of information and data management (including reporting and monitoring support), editing and creative writing, website management, video and multimedia production, media relations, spokesperson functions, campaigns, social media and project management with their present levels of staffing. AEWA and CMS have already worked together successfully on a number of projects in different areas, showcasing that such collaboration is to the benefit of both. Examples include the CMS Family Website Project, the Online Reporting System, the World Migratory Bird Day campaign, the running of online workspaces for the various technical bodies and working groups. In a professionally managed and coordinated joint communications team, the expertise of individual staff from each Secretariat could be more focused towards certain tasks and coordination within this team would be more efficient than across separate secretariats. Furthermore, for the current staff there have not been any career opportunities over the past years, and the proposed merger could open new options and incentives to develop professionally.

14. Another major advantage of moving forward with information, communication and awareness-raising as a first pilot is that both AEWA and CMS are mandated by COP/MOP decisions to develop and/or update their communication strategies (CMS Resolution 10.7 and AEWA Resolution 5.5). AEWA Resolution 5.5 also recognizes the need for the revision of the AEWA communication strategy taking into account CMS Resolution 10.9 on the Future Shape. An opportunity therefore exists to combine efforts and expertise to develop a future joint communication strategy for both AEWA and CMS playing on their individual strengths to compensate for their weaknesses and resulting in saving time and resources in both development and the implementation of the new strategies. In addition, a common overview

and alignment of expenditures on parallel or very similar services could increase efficiency of expenditures.

The complementarity that exists between the AEWA and CMS Secretariats in the area of information, communication and awareness-raising would permit specialization within the new merged team. Allowing for stronger support for content development and management while also providing badly needed expertise that could provide a strategic vision and plan for communication, professionally engaging the media and overall improved running for the team.

3.4 Strategic Plan

15. The Strategic Plan currently under development within CMS is intended to be broad enough to cover all migratory species with a view to it being adopted eventually by all members of the CMS Family. Resolution 10.9 specifically calls for harmonized strategic plans in the CMS Family, which entails coordinated implementation. A key advantage of linking the Strategic Plan to all the instruments within the CMS Family is that it is also directly aimed at implementing the Aichi Targets under the CBD-led strategic plan for biodiversity. This level of strategic planning across the CMS Family combined with CBD means that there will be much greater opportunity to access funding, engage policymakers and develop implementation activities associated with the Aichi Targets. Information, communication and awareness-raising play both an intrinsic role in promoting the plan and also in achieving specific goals related to awakening public interest and engagement (e.g. Aichi Target 1).

16. Linking information, communication and awareness raising first between AEWA and CMS under the Strategic Plan for migratory species and as part of the implementation of the Future Shape process and secondly to the Aichi Targets under the Strategic Plan for biodiversity on the other makes a great deal of sense. It fosters greater coherence within the CMS Family while at the same time increasing the political profile of CMS and AEWA by highlighting their relevance to broader global processes.

3.5 Promoting Common Branding and a Common Website

17. The fact that each of the different daughter agreements has a separate website and information systems has not gone unnoticed by Parties. Following an internal coordination process driven by the Bonn-based Secretariats, Parties have mandated the CMS Family to move towards a common web presence and common branding given that all the work of the CMS Family after all deals with migratory species. In 2012 the Bonn-based instruments reached an internal arrangement to collaborate on and share the costs of their common web projects, including the online workspaces, the new web-based database system, and the new websites. The common CMS Family portal will be launched in the first quarter of 2014 and will present more opportunities for a common management system and for working together on communication activities based on a common strategy and a CMS Family branding.

18. The new CMS Family website portal will be the first public display of the new CMS Family branding. It will not only create and enhance the public perception of a more united CMS Family which maximizes synergies, but will also help raise the profile of the Convention as well as its Agreements and MOUs. The shared nature of the CMS Family website portal will also naturally lead to closer collaboration between the Secretariats at all

levels and represent an important and new “shared space for CMS Family branded communication”.

19. Conveying the right message to the public is very important and few members of the general public (or even in the policy making world beyond direct CMS Family stakeholders) are aware of the complexities of the autonomous secretariats and independent agreements. They are more interested in the issues and the impacts that the CMS Family can have in solving conservation problems. Media work and outreach activities that use common branding and take advantage of the larger resources available through collaboration, are more likely to succeed. Therefore bringing the information, communication and awareness-raising services together would facilitate the development and implementation of a common communication strategy.

3.6 Future Shape Resolution 10.9

20. Another compelling reason for the selection of information, communication and awareness-raising is that the Parties have already designated it to be centralized as a common service. Resolution 10.9 annex 1, activity 4 mandates CMS to undertake a common approach and goes even further by explicitly requesting CMS to centralize communication operations with other Agreements and MOUs in the medium term. The following are relevant excerpts from Resolution 10.9 on a common approach to information, communication, and awareness-raising:

- “CMS to commence coordination of communication activities”
- “CMS to coordinate communication operations and strategies as centralized services across Agreements/MOUs”
- “Coordinate press and media announcements and the implementation of species campaigns and public events.”
- “Support the development and maintenance of CMS Family websites and CMS provide centralized awareness-raising on COP/shared threats through publications and online resources, where this is practicable.”

3.7 Replication and Measurability

21. The AEWA and CMS Secretariats already have experience in collaborating on specific communication related tasks, such as the running of campaigns and coordination information management activities, so the area is one that offers the Secretariats the opportunity to come together quickly and to produce some understanding of results in a very short timeframe. This is an area where there is considerable overlap and so increasing the degree of cooperation between AEWA and CMS here has been under consideration for some time. The case for using communication, information and awareness-raising as a pilot project from which to draw lessons learned and to use as a basis of a model to be replicated in other areas is strong.

4. Possible risks

22. With any change from set practices there are risks, but on the other hand without change there is no possibility of seizing new opportunities to improve effectiveness and efficiency. Risks, if identified early on, can also be mitigated or managed. Therefore this

section identifies some risks that we will need to be aware of in implementing the pilot phase; these are as follows:

- Short time period to demonstrate that the synergies have had a positive impact;
- If there is no ownership from staff then there could be a potential lack of cooperation that could impede the progress of the pilot;
- Parties' expectations are high so it is important to be clear what the pilot will do and what it won't, so that expectations can be managed;
- Ensuring common branding and cooperation on complementarity without detracting from the necessary visibility of either agreement.

5. Modalities

23. How will it work? A number of cost sharing formulas have been tried and tested over the last few years in MEAs inside as well as outside the CMS Family (e.g. website management, common administration for AEWA, CMS and EUROBATS). These formulas offer the opportunity to have stronger collaboration while at the same ensuring that the Parties receive the services that they expect and pay for. They are not expected to pay for services irrelevant to the instruments that they have signed nor are they expected to subsidize instruments of which they are not members. The instruments will continue to have separate budgets and accounting and contribution systems.

24. To ensure accountability and to quantify the collaboration without having to go through an elaborate new accounting scheme or change post structure, the simplest approach is to have an exchange of services. Under such an approach, a joint work plan would be developed that would lay out the work of the new team and assign staff time based across the plan that would equal the total amount of time available.

25. If necessary, the percentages can be worked out in such a way that the formula can become a more permanent arrangement. Essentially the proposal would be for an exchange in services given the autonomy of the CMS and AEWA budgets. During the Pilot phase, the team will endeavor to undertake time control to obtain a better understanding of the actual time spent of each member of that team on communication, information management and awareness-raising.

6. Conclusion and Next Steps

26. The area of information, communication, and awareness-raising offers a viable pilot for merging common services. There is already an existing mandate to merge these services provided by Resolution 10.9. The Standing Committee decision reaffirms that this area is viewed by Parties as ripe for the Secretariats to move forward on. In addition there are a number of benefits that make information, communication and awareness-raising the right choice for a pilot. These include the facts that complementarity is strong and that there are opportunities for mutual reinforcement and specialization, existing tools such as the website are already conducive to stronger joint activities in the field of communication. The area is also complementary to the intent of Parties to develop coordinated strategic plans for migratory species, so it would allow for more opportunity to promote common branding; and lastly it is an area that could demonstrate measurable and replicable outcomes that could be useful for Parties to better understand where future merging of common services may take place.

27. The proposal is now subject to the approval of the Chairs of the CMS and AEWA Standing Committees.

DRAFT RESOLUTION
Enhancing Synergies, Common Services among
CMS Family Instruments

Mindful of the legal autonomy of each of the CMS Family instruments;

Recalling Resolution 10.9 of the CMS Conference of the Parties “Future Structure and Strategies of the CMS and CMS Family”;

Bearing in mind the greater international picture arising from Rio+20 and other processes stressing the importance of developing further synergies among MEAs;

Recalling also the decision of the 9th Meeting of the AEWA Standing Committee that requests the Executive Secretary of AEWA and the Executive Secretary of CMS to develop further synergies between AEWA and CMS and take actions to merge common services and common areas in an effort to redirect the focus of the Secretariats towards strengthening implementation support;

Further recalling the decision of the 41st Meeting of the CMS Standing Committee to support the decision of the 9th Meeting of the AEWA Standing Committee to merge common services and to request the Executive Secretaries of CMS and AEWA to conduct a pilot phase and report the results to COP11;

Recognizing that CMS instruments include a broad range of Agreements and MOUs but share common objectives to conserve migratory species throughout their range;

Further recognizing that many of functions provided by secretariats in the CMS Family of instruments are similar in scope and nature and therefore create a higher potential for service sharing;

Recognizing that creating common service areas among CMS instruments can assist to fill gaps, be mutually reinforcing, produce efficiencies and increase output;

Urging that actions taken to enhance synergies, cooperation and develop common service areas among CMS Family instruments should be aimed at strengthening the implementation of the instruments involved and maximizing the effective and efficient use of resources at all levels;

Recognizing UNEP/ASCOBANS/Resolution 5.2d and MOP7/Doc.8-01 whereby ASCOBANS and CMS already share common services in a successful arrangement and have a joint Executive Secretary;

Acknowledging that the pilot phase for communication, information and outreach has been a useful way of learning by doing and demonstrates that specialization and establishment of other common services between CMS and AEWA are possible;

*The Conference of the Parties to the
Convention on the Conservation of Migratory Species of Wild Animals*

1. *Adopts* the present Resolution;
2. *Recognizes* the information provided in the analysis by the CMS Executive Secretary on common services in the CMS Family instruments and the potential approaches to common services outlined in the paper;
3. *Invites* the Meeting of the Parties to AEWA at its sixth session (MOP6) to take a decision on the way forward to furthering the merger of common services and in advance of MOP;
4. *Requests* the Executive Secretary of CMS and Executive Secretary of AEWA to pilot other common services that would be demonstrative and assist MOP6 in making its decision;
5. *Requests* the Executive Secretary of CMS to work with other CMS instruments to create common service areas where possible in close consultation with Executive Secretaries and coordinators of instruments;
6. *Welcomes* the proposal of having a joint Executive Secretary position for the CMS and AEWA Secretariats to maximize the effective and efficient use of resources and to strengthen the implementation of both instruments with an appropriate cost-sharing arrangement;
7. *Urges* MOP6 in 2015 to adopt a resolution accepting the proposal for creating a joint Executive Secretary;
8. *Instructs*, in the event of AEWA agreeing to a joint Executive Secretary position, the Executive Secretary of CMS to develop a cost-sharing arrangement and a monitoring schedule in close consultation with the Executive Secretary of AEWA and to present these to the 44th Meeting of the CMS Standing Committee; and
9. *Encourages* other CMS instruments to consider joining these common secretariat services.