



# CONVENTION ON MIGRATORY SPECIES

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## FUTURE STRUCTURE AND STRATEGIES OF THE CMS AND CMS FAMILY

Adopted by the Conference of the Parties at its Tenth Meeting  
(Bergen, 20-25 November 2011)

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*Recalling* Resolution 9.13 which set up an intersessional process to examine the Future Shape of the CMS Family (the Convention and its existing instruments) with the objective of strengthening the Convention's contribution to the worldwide conservation, management and sustainable use of migratory species over their entire range;

*Further recalling* the Addendum to Resolution 9.13 which outlined the Terms of Reference for the Working Group which was given the task of leading the process;

*Noting* that the mandate of the Working Group consisted of three phases of work, starting with the assessment of the current situation regarding the organization and activities of the CMS Family and culminating with proposing options for the future organization and the strategic development of the CMS Family to the Tenth Meeting of the Conference of the Parties;

*Considering* that the Working Group took into account the proposals presented in the CMS Secretariat's document (CMS/StC32/7) as a basis for the development of alternative options as set out in Resolution 9.13;

*Noting with gratitude* the work undertaken by the Working Group at its three meetings and in the periods between them;

*Acknowledging* the generous financial contributions provided by the Governments of France, Switzerland, Germany and Finland towards the drafting of reports and the organization of meetings;

*Appreciating* the considerable support provided by the Secretariat to the work of the Working Group throughout the intersessional period and the extensive contribution provided by the CMS Family Secretariats;

*Noting* the support and guidance provided by the Standing Committee and inputs provided by UNEP and partner organizations;

*Acknowledging* other contributing parallel processes undertaken within CMS such as the review on Global Flyways by the dedicated Scientific Council Working Group and the

reviews on CMS existing instruments and projects by taxonomic groups (being turtles and terrestrial mammals) under Resolution 9.2 and the work on cetaceans under Resolution 8.22;

*Recalling* that Resolution 9.2 on the conclusion of instruments currently under development and the elaboration of new instruments under the aegis of CMS needed to be linked to the outcome of the Future Shape of CMS;

*Also recalling* that Resolution 9.2 and the decision of the Standing Committee at its 37<sup>th</sup> meeting called for maintaining the momentum with regard to instruments the negotiation of which is at an advanced stage;

*Acknowledging*, in line with the provisions of Resolution 9.2 and with suggestions made in the context of the Future Shape process, that the Secretariat has already undertaken a gap analysis and options for identifying the most appropriate solutions to enhance elephant conservation in Central Africa;

*Further acknowledging* that the Secretariat has been working with its daughter Agreement Secretariats, in particular since the inception of the Future Shape process, to increase efficiency and enhance synergies on a number of aspects including fundraising, recruitment of Parties and organization of and representation at meetings; and

*Underlining* that the decision taken regarding the future of the merger of CMS and ASCOBANS Secretariat functions is to be linked to the outcome of the work initiated by Resolution 9.13 on the Future Shape of CMS;

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

1. *Endorses* the set of prioritized activities in Annex 1 (based on the three options presented in document UNEP/CMS/Inf 10.14.10 as amended);
2. *Adopts* the set of activities listed in Annex 2, including their institutional, legal and organizational implications, for implementation in 2012-2014 and to be carried out with means provided by the core budget, voluntary contributions from Parties, or donations from sponsors;
3. *Requests* the Strategic Plan Working Group established by Resolution 10.5 to make use of the medium- and long-term activities in Annex 3 as an integral part of the development of the CMS Strategic Plan 2015- 2023;
4. *Urges* Parties and institutional bodies of the CMS and *invites* UNEP and relevant stakeholders to contribute to and/ or undertake activities identified in Annex 1;and
5. *Instructs* the CMS Secretariat and *invites* the Secretariats of CMS instruments where necessary to report to the Standing Committee (or equivalent institutional bodies of CMS instruments) on progress in the implementation of Annex 2 activities.

**Annex 1 – Activities categorized as short-, medium- or long-term priority for action.**

	<b>ACTIVITY</b>	<b>OPTIO N</b>	<b>DESCRIPTION</b>	<b>SHORT TERM: BY COP 2014</b>	<b>MEDIUM TERM: BY COP 12 - 2017</b>	<b>LONG TERM: BY COP 13 - 2020</b>
<b>1</b>	Alignment with international environmental governance reform.	<b>1</b>	<ul style="list-style-type: none"> <li>- To support coherent international decision-making processes for environmental governance.</li> <li>- To catalyze international efforts to pursue the implementation of internationally agreed objectives.</li> <li>- To support regional, sub-regional and national environmental governance processes and institutions.</li> <li>- To promote and support the environmental basis for sustainable development at the national level.</li> </ul>	CMS Secretariat and Standing Committee to monitor and participate in IEG reform process. (1.1)	Discussion of reforms at COPs and Standing Committee. (1.2)	Implementation of reforms, where appropriate (1.3)
<b>2</b>	Improved partnership working.	<b>1 and 2</b>	<ul style="list-style-type: none"> <li>- To expand partnership opportunities.</li> <li>- To share best practice.</li> <li>- To utilize common resources.</li> <li>- To share knowledge and expertise.</li> <li>- To coordinate conservation activities.</li> <li>- To identify potential synergies based on common or shared work programmes, geographies and interests.</li> <li>- To utilize local knowledge.</li> </ul>	<p>Closer collaboration with UNEP regional offices, where appropriate, to assist with capacity building and technological support by CMS and its Family. (Already in existence and builds on current mapping work) (2.1)</p> <p>Encourage more NGOs and private sector to become engaged in Agreements and MoUs. (2.2)</p>	Closer working with partner organizations (including NGOs, indigenous and local communities and States) (2.3)	Develop regional hubs for MEA implementation to identify synergies and linkages between MEAs and avoid duplication in projects and activities. e.g SPREP (Long-term aim to build upon work undertaken over short and medium term) (2.4)

3	Enhancing scientific research and information.	1 and 2	<ul style="list-style-type: none"> <li>- Coordination of research requirements.</li> <li>- Sharing of research information and data.</li> <li>- Providing easy access to all members of CMS Family of existing and future research information.</li> <li>- Developing relevant research into common threats and issues.</li> </ul>	Explore opportunities to improve the synergies between the CMS science base with the development of IPBES, as well as collaborating with and learning lessons from existing data hubs (e.g. (utilization of existing systems such as TEMATEA, UNEP-WCMC, IUCN, Wetland International) to enhance the delivery of CMS Family objectives. (External) (3.1)	CMS to coordinate scientific research programmes based on identification of common issues/threats shared across the CMS Family to reduce duplication and overlaps and improve economies of scale. To be used to promote CMS to other Inter Conventions – administered by CMS but open to all Inter community to use – used to raise profile of CMS (Internal). (3.2)	Create a hub for scientific data on migratory species , which would facilitate the use of migratory species data as an indicator of climate change (Internal). (3.3)
4	Enhance communication and seek opportunities to develop awareness of CMS and CMS Family.	1 and 2	<ul style="list-style-type: none"> <li>- Development of internal systems to enhance communication between working groups, Parties, agreements and institutions and to increase accessibility to information within the CMS Family.</li> <li>- Development of external systems to raise the profile of and increase awareness of the CMS and the CMS Family.</li> <li>- Where relevant improvement of existing IT systems, for example existing website system.</li> <li>- Redesign of website to include targeting specific audience groups.</li> </ul>	Parties/Signatories to begin to assist implementation. (4.4)	Produce CMS website in 3 languages. (4.1)	Run awareness campaigns to ensure that CMS is recognized by the public, academic institutions, international organizations and others as the global leader in the protection of migratory species.
				CMS to commence coordination of communication activities (links into long). (4.2)		

					<p>CMS to coordinate communication operations and strategies as centralized services across Agreements/MoU.</p> <p>Coordinate press and media announcements and the implementation of species campaigns and public events. Support the development and maintenance of CMS Family websites and CMS provide centralized awareness-raising on common/shared threats through publications and online resources, where this is practicable. (4.3)</p>	
5	To carry out a global gap analysis at the Convention level and to assess resources appropriateness.	1	<ul style="list-style-type: none"> <li>- To prioritize resources through improved cooperation and sharing of resources.</li> <li>- To identify where appropriate potential partnerships.</li> <li>- To work with Scientific Council.</li> <li>- To share best practice and lessons learnt.</li> </ul>	<p>Global Gap and Resource Assessment, including:</p> <p>1. CMS Secretariat to coordinate a global gap analysis at Convention level: consider which issues are being addressed, which issues are not being addressed, if another organization is addressing these issues, scientific gap analysis and what research is required. (5.1)</p>	<p>Implementation of recommendations of gap analysis and resource assessment. (5.2)</p>	

				<p>2. Resource assessment of Convention (CMS Secretariat and MoUs). (5.3)</p> <p>3. Undertake an assessment of MoUs and their viability. (16.3)</p>		
<b>6</b>	Coordinated strategic plans for the CMS Family.	<b>1</b>	<ul style="list-style-type: none"> <li>- To coordinate the work of the CMS Family.</li> <li>- To encourage priority setting.</li> <li>- To share and maximize resources.</li> <li>- To identify potential synergies and links between programmes and projects.</li> </ul>	<p>Planning. Analysis and assessment of strategic plans. (6.1)</p> <p>Development. (6.2)</p>	Implementation. (6.3)	
<b>7</b>	Restructuring of Scientific Council to maximize expertise and knowledge capacity.	<b>2 and 3</b>	<ul style="list-style-type: none"> <li>- To identify potential and relevant opportunities to maximize the expertise and knowledge of the Scientific Council to best support the CMS.</li> <li>- To identify any gaps in knowledge and/or expertise exists in the current membership of the Scientific Council.</li> <li>- To expand advice and knowledge sharing across the CMS Family.</li> </ul>	<p>Planning process, assessment, Gap Analysis. (7.1)</p>	<p>Implementing the review of CMS membership of Scientific Council based on species groupings or thematic issues if appropriate. (7.2)</p> <p>CMS-wide Scientific Institution if appropriate. (7.3)</p>	

8	Identify opportunities for cooperation and coordination at the local and regional level through the creation of synergies based on geography.	1 and 2	<ul style="list-style-type: none"> <li>- To encourage resource efficiency.</li> <li>- To provide opportunities for improved integration and to minimize institutional overlap through the cooperation and sharing of resources allowing for mutual assistance and logistical support.</li> <li>- To develop local and/or regional synergies with stakeholders.</li> <li>- To identify common or shared work programmes.</li> <li>- To aid capacity building, fundraising and implementation at the local level at the local level.</li> </ul>	Regionalize conservation efforts by having local coordinators with assistance from UNEP, NGOs, Parties and MEAs, leading to greater presence in each of the regions if appropriate. (8.1 and 8.2).	MoUs/Agreements consider enhancing collaboration and cooperation via sharing i.e. office/personnel/resources (e.g. as per Abu Dhabi – Dugongs and Birds of Prey). (8.3)	
9	Harmonization and inter-operability of information management and reporting systems where appropriate and applicable for the CMS Family.	1 and 2	<ul style="list-style-type: none"> <li>- To reduce duplication of reporting.</li> <li>- To analyze and compare data.</li> <li>- To access to data.</li> <li>- To improve coordination of collection, storage and management systems.</li> <li>- To reduce effort and time spent on collecting and reporting information across the CMS Family.</li> </ul>	<p>Utilization of existing data collection and management systems external to CMS (for example by UNEP-WCMC) (External). (9.1)</p> <p>Build upon current practices of harmonization of data reporting and the development of current systems, probably utilizing the on-going work being undertaken by both AEWA and IOSEA. (9.2)</p>	<p>Centralization and harmonization of reporting formats and returns. Development of information technology and centralized systems and procedures in relation to data storage and analysis (Internal). (9.3)</p> <p>Coordinate access to research data as a centralized service across CMS agreements. (Internal) (9.4)</p>	CMS to centralize the development and management of mapping systems and shared management systems. (9.5)

10	Strengthen the coordination and servicing of MoUs.	1 and 2	<ul style="list-style-type: none"> <li>- MoUs to receive coordinated service.</li> <li>- To share resources, knowledge and expertise across MoUs.</li> <li>- To utilize available resources.</li> <li>- To avoid duplication and promote consistency across MoUs.</li> </ul>	Ensure appropriate staffing levels of CMS MoU Coordination Unit. (10.1)	Ensure appropriate levels for all MoUs not currently represented. (10.2)	CMS core budget for species groups and the MoUs, where appropriate. (10.3)
11	Seek opportunities to coordinate meetings between institutions, working groups and across the CMS Family agreements.	1, 2 and 3	<ul style="list-style-type: none"> <li>- To utilize and share resources.</li> <li>- To reduce time commitments required to attend meetings.</li> <li>- To increase attendance.</li> <li>- To improve sharing of knowledge and information.</li> <li>- To expand knowledge and information.</li> <li>- To develop synergistic relationships.</li> </ul>	Prioritizing and coordinating, meetings of Scientific Committee, technical groups, working groups etc. (Internal) (11.1)	<p>Prioritizing and co-ordination of COP and MOPs. (Internal). (11.2)</p> <p>Coordinate with international organizations common meetings relating to shared issues (e.g. IUCN) and common research conservation programmes, species action plans and capacity building activities for on the ground conservation. (External) (11.3)</p>	

12	Actions to prioritize the growth of CMS and the CMS Family.	1, 2 and 3	<ul style="list-style-type: none"> <li>- To augment the growth of the CMS Family.</li> <li>- To maximize resource efficiency.</li> <li>- To identify common threats shared across conservation programmes and relevant responses through the use of best practice.</li> <li>- To develop synergies.</li> <li>- To increase global coverage.</li> <li>- To focus the development of new agreements.</li> </ul>	<p>Encourage more Range States to become Parties/Signatories to CMS and CMS Family. (12.2) ongoing commences in short term</p> <p>Agreements and MoUs focused only on migratory species (as a policy) (12.1)</p> <p>Create criteria against which to assess proposed new potential agreements. These criteria to include scientific need, the added value of CMS involvement, existing and potential synergies (internally and externally) funding criteria and existence of a volunteer coordinator. An example of added value includes the consideration of whether the new agreement would encourage participation and extend Parties, including considering whether the proposed agreement is better served by another MEA or other initiatives. (Includes - Improving identification of priority objectives and prioritize current activities and develop a policy where implementation monitoring must be a part of any future MoUs. (Includes: Development and/or utilization of indicators to monitor effectiveness of agreements; Implementation and effectiveness of MoUs to be</p>	<p>Extending the scope of existing Agreements/ MoUs rather than developing new Agreements/ MoUs (e.g. AEWA and elephants MoU). (12.4)</p>	
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				reviewed at COP level; After set period of time CMS Secretariat to report on MoU implementation).. (12.3 and 12.5)		
13	Seek opportunities to expand and develop capacity building across the CMS Family.	2	<ul style="list-style-type: none"> <li>- Expand and enhance capacity building to improve conservation efforts and implementation.</li> <li>- To include centralized workshops by region or along common thematic interests, for example the development of national policy instruments, reporting practices and species monitoring.</li> </ul>	Work with local and regional partners to develop capacity building. (13.1)		
				CMS provide centralized services relating to build capacity with the CMS Family including training and educational activities. (13.2)		
14	Seek opportunities to expand and enhance fundraising activities.	2	<ul style="list-style-type: none"> <li>- To coordinate fundraising activities.</li> <li>- To develop synergies.</li> <li>- To identify funding opportunities.</li> </ul>	CMS coordinate fundraising activities work with partners and stakeholders to expand fundraising activities. (14.1)		
15	Enhanced collaboration between CMS agreements (for Option 2) via Secretariats or (for Option 3) via merger of agreements based on either geography/ ecology or on species clusters.	2 and 3	<ul style="list-style-type: none"> <li>- To seek opportunities to develop synergistic relationships either based on geography or species clustering.</li> <li>- To maximize resources.</li> <li>- To encourage cooperation between agreements.</li> <li>- To develop common conservation programmes.</li> <li>- To consolidate funding.</li> </ul>	Cooperation and coordination between agreement programmes and projects based on species clustering, thematic issues or geography as appropriate (15.1)	Begin considering, if appropriate, merging agreements based on geography and/or ecology or species grouping. (15.3)	
				If appropriate, cooperation and coordination between Agreement Secretariats e.g. based on species clustering or on geography. (15.2)		

16	Monitoring of implementation.	1	<ul style="list-style-type: none"> <li>- An assessment of the quality of work being undertaken, an identification of gaps in the programmes and what possible measures may be required in order to close the gaps.</li> <li>- To improve implementation across the CMS Family.</li> <li>- To measure success.</li> <li>- To share best practice.</li> </ul>	Utilization of systems of assessment and monitoring external to CMS (for example by UNEP-WCMC). (External) (16.1)	Improve mechanisms to measure implementation of CMS and its Family both from a Party and conservation perspective, quality of work, and identification of gaps and propose measures to close these gaps. Developing indicators for measuring action plans. (Internal) (16.2)	
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## Annex 2 – Activities for implementation in 2012-2014

Activity
1.1 Alignment with international environmental governance reform
2.1 Closer collaboration with UNEP regional offices, where appropriate, to assist with capacity building and technological support by CMS and its Family.
2.2 Encourage more NGOs and private sector organizations to become engaged in Agreements and MoUs.
3.1 Explore opportunities to improve the synergies between the CMS science base with the development of IPBES, as well as collaborating with and learning lessons from existing data hubs (e.g. TEMATEA, UNEP-WCMC, IUCN, Wetland International) to enhance the delivery of CMS Family objectives.
4.1 Produce CMS website in three languages.
4.4 Parties/Signatories to translate guidance documents into local languages to assist implementation.
5.1 CMS Secretariat to coordinate a global gap analysis at Convention level. To consider which issues are being addressed, what issues are not being addressed, if another organization is addressing these issues, scientific gap analysis and what research is required; Resource assessment of the Convention including an assessment of MOUs and their viability
5.3 Resource assessment.
16.3 Undertake an assessment of MoUs and their viability.
6.1 Coordinated strategic plans for the CMS Family
6.2 Coordinated strategic plans for the CMS Family
7.1 Planning, assessment and gap analysis
8.1 Regionalize conservation efforts by having local coordinators with assistance from UNEP, NGOs and MEAs.
8.2 Have a presence in each of the CMS administrative regions in conjunction with and where possible with assistance from UNEP, NGOs, MEAs and Parties.
9.1 Utilization of existing data management systems external to CMS (within Convention – CMS and MOUs).(for example by UNEP-WCMC).
9.2 Build upon current practices of harmonization of data reporting and the development of current systems, probably utilizing the on-going work being undertaken by both AEWA and IOSEA.
10.1 Endeavour to ensure staffing levels of CMS Policy and Agreements Unit to service MoUs
11.1 Prioritize and coordinate meetings of scientific and other advisory bodies, working groups, etc.
12.1 Agreements and MoUs focused only on migratory species.
12.2 Encourage more Range States to become Parties/Signatories to CMS and CMS Family.
12.3 Create criteria against which to assess proposed new potential agreements.
12.5 Develop a policy where implementation monitoring must be a part of any future MoUs.
13.1 Work with local and regional partners to develop capacity building
13.2 CMS provide centralized services relating to build capacity with the CMS family including training and educational activities.
14.1 CMS coordinate fundraising activities work with Parties, partners and stakeholders to expand fundraising activities.
15.1 Cooperation and coordination between agreement programmes and projects based on species clustering, thematic issues or geography, if appropriate.
15.2 Cooperation and coordination between agreement Secretariats, e.g. based on species clustering or on geography, as appropriate.
16.1 Utilization of systems of assessment and monitoring external to CMS (for example by UNEP-WCMC).

**Annex 3 - Activities to be included in the development of the CMS Strategic Plan for 2015-2023**

Activity
1.2, 1.3, 2.3, 2.4, 3.2, 3.3, 4.2, 4.3, 4.4, 5.2, 6.3, 7.2, 7.3, 8.3, 9.3, 9.4, 9.5, 10.2, 10.3, 11.2, 11.3, 12.2, 12.4, 13.2, 14.1, 15.2, 15.3, 16.2