



CMS



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A NATURAL AFFILIATION

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DEVELOPING THE ROLE OF NGOs IN THE CONVENTION ON MIGRATORY SPECIES FAMILY

UNE AFFILIATION NATURELLE

DEVELOPPER LE ROLE DES ONG AU SEIN DE LA FAMILLE DE LA CONVENTION SUR LES ESPECES MIGRATRICES

UNA AFILIACIÓN NATURAL

DESARROLLO DEL PAPEL DE LAS ONG EN LA FAMILIA DE LA CONVENCION SOBRE ESPECIES MIGRATORIAS



MARGI PRIDEAUX

JULY 2014



A Natural Affiliation owes a significant debt of gratitude for the guidance and support of the NGO Review Oversight Group:

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African Elephant (*Loxodonta Africana*) in the Xigera Concession Wetlands of the Okavango Delta, Botswana. Photographer: Brytta, iStockphoto; Marine turtle. Photographer: Brytta, iStockphoto.

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DISCLAIMER

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NOTES ON TERMINOLOGY

Agreement in the context of this Review intends to cover both legally binding CMS Agreements and also CMS Memorandum of Understanding. The single word is used to both convey the similar conservation intent of the two different mechanisms, and also for ease of reading.

Civil society in the context of this Review takes its definition from Anheier (2004) to be *"the sphere of institutions, organisations and individuals located between the family, the state and the market in which people associate voluntarily to advance common interests"*^[1]

The term **CMS Family** refers to the parent convention and its formal bodies as well as all Agreements, Memorandum of Understanding and their formal bodies, and any Action Plans developed with voluntary association, as outlined in the CMS Family Guide

The term **CMS agenda** refers to all policy, law and science decisions taken by the CMS Family, including activities to deliver those decisions

The term **Implementation** follows in the footsteps of Victor, Raustiala, and Skolnikoff (1998) and means *"the process by which intent gets translated into action"*^[2]. It includes the myriad of events and activities that occur in response to a public policy directive that have the intent of accomplishing that directive.

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CMS AGREEMENT NAMES/ ACRONYMS

In various sections of this Review the CMS agreements are referred to with the following shortened names:

ACAP
 AGREEMENT ON THE CONSERVATION OF ALBATROSSES AND PETRELS

ACCOBAMS
 AGREEMENT ON THE CONSERVATION OF CETACEANS OF THE BLACK SEA, MEDITERRANEAN SEA AND CONTIGUOUS ATLANTIC AREA

AEWA
 AFRICAN-EURASIAN WATERBIRD AGREEMENT

ASCOBANS
 AGREEMENT ON THE CONSERVATION OF SMALL CETACEANS OF THE BALTIC, NORTH EAST ATLANTIC, IRISH AND NORTH SEAS

Atlantic Marine Turtles
 MEMORANDUM OF UNDERSTANDING CONCERNING CONSERVATION MEASURES FOR MARINE TURTLES OF THE ATLANTIC COAST OF AFRICA

Bukhara Deer
 MEMORANDUM OF UNDERSTANDING CONCERNING CONSERVATION AND RESTORATION OF THE BUKHARA DEER (*CERVUS ELAPHUS BACTRIANUS*)

Dugong
 MEMORANDUM OF UNDERSTANDING ON THE CONSERVATION AND MANAGEMENT OF DUGONGS (*DUGONG DUGONG*) AND THEIR HABITATS THROUGHOUT THEIR RANGE

EUROBATS
 AGREEMENT ON THE CONSERVATION OF POPULATIONS OF EUROPEAN BATS

Gorilla
 AGREEMENT ON THE CONSERVATION OF GORILLAS AND THEIR HABITATS

IOSEA
 MEMORANDUM OF UNDERSTANDING ON THE CONSERVATION AND MANAGEMENT OF MARINE TURTLES AND THEIR HABITATS OF THE INDIAN OCEAN AND SOUTH-EAST ASIA

Monk Seal
 MEMORANDUM OF UNDERSTANDING CONCERNING CONSERVATION MEASURES FOR THE EASTERN ATLANTIC POPULATIONS OF THE MEDITERRANEAN MONK SEAL (*MONACHUS MONACHUS*)

Pacific Cetaceans
 MEMORANDUM OF UNDERSTANDING FOR THE CONSERVATION OF CETACEANS AND THEIR HABITATS IN THE PACIFIC ISLANDS REGION

Raptors
 MEMORANDUM OF UNDERSTANDING ON THE CONSERVATION OF MIGRATORY BIRDS OF PREY IN AFRICA AND EURASIA

Sharks
 MEMORANDUM OF UNDERSTANDING ON THE CONSERVATION OF MIGRATORY SHARKS

Saiga Antelope
 MEMORANDUM OF UNDERSTANDING CONCERNING CONSERVATION, RESTORATION AND SUSTAINABLE USE OF THE SAIGA ANTELOPE

Siberian Crane
 MEMORANDUM OF UNDERSTANDING CONCERNING CONSERVATION MEASURES FOR THE SIBERIAN CRANE (*GRUS LEUCOGERANUS*)

Slender Billed Curlew
 MEMORANDUM OF UNDERSTANDING CONCERNING CONSERVATION MEASURES FOR THE SLENDER-BILLED CURLEW (*NUMENIUS TENUIROSTRIS*)

South Andean Huemul
 MEMORANDUM OF UNDERSTANDING BETWEEN THE ARGENTINE REPUBLIC AND THE REPUBLIC OF CHILE ON THE CONSERVATION OF THE SOUTHERN HUEMUL (*HIPPOCAMELUS BISULCUS*)

Wadden Sea Seals
 AGREEMENT ON THE CONSERVATION OF SEALS IN THE WADDEN SEA

West African Aquatic Mammals

MEMORANDUM OF UNDERSTANDING
CONCERNING THE CONSERVATION OF THE
MANATEE AND SMALL CETACEANS OF
WESTERN AFRICA AND MACARONESIA

West African Elephants

MEMORANDUM OF UNDERSTANDING
CONCERNING CONSERVATION MEASURES
FOR THE WEST AFRICAN POPULATIONS OF
THE AFRICAN ELEPHANT (*LOXODONTA
AFRICANA*)

ACRONYMS AND SHORTENED NAMES

ABO Association Burundaise pour la protection des Oiseaux
AWI Animal Welfare Institute
Berne Berne Convention on the Conservation of European Wildlife and Natural Habitats
BFF Born Free Foundation
BNH Bombay Natural History Society, India
Cartagena Convention for the Protection and Development of the Marine Environment in the Wider Caribbean Region
CBD Convention on Biological Diversity
CCAMLR Convention on the Conservation of Antarctic Marine Living Resources
CCSBT Commission for the Conservation of Southern Bluefin Tuna
CI Conservation International
CIC International Council for Game and Wildlife Conservation
CITES Convention on International Trade in Endangered Species
CMS Convention on Migratory Species
COFI Committee on Fisheries
COMIFAC Central African Forest Commission
CoP Conference of the Parties
UNCCD United Nations Convention to Combat Desertification
DSTF Danube Sturgeon Task Force
EAAFP Partnership for the East Asian-Australasian Flyway
EU Birds Directive European Union Council Directive 2009/147/EC on the conservation of wild birds
EU Habitats Directive European Union Council Directive 92/43/EEC on the Conservation of natural habitats and of wild fauna and flora
EWT Endangered Wildlife Trust
FAO Food and Agricultural Organisation
FNC Fédération Nationale des Chasseurs
FZS Frankfurt Zoological Society
GEF Global Environment Facility
GRASP Great Apes Survival Partnership
HSI Humane Society International
IATTC Inter-American-Tropical-Tuna-Commission
ICCAT International Commission for the Conservation of Atlantic Tunas
ICF International Crane Foundation

IFAW International Fund for Animal Welfare
IGO Inter-Governmental Organisations
IMO International Maritime Organization
IOTC Indian Ocean Tuna Commission
IUCN International Union for the Conservation of Nature
IWC International Whaling Commission
MEA Multi-lateral Environment Agreement
MPIO Max Planck Institute for Ornithology
MWN Migratory Wildlife Network
NAFO Northwest Atlantic Fisheries Organization
NBSAPs National Biodiversity Strategies and Action Plans
NEAFC North East Atlantic Fisheries Commission
NGO Non-Governmental Organisations
OSPAR Convention for the Protection of the Marine Environment of the North-East Atlantic
Pew Pew Environment Group - International Policy Program
Q-NGO Quasi Non-Governmental Organisations
Ramsar Convention on Wetlands of International Importance
REDD+ Reducing Emissions from Deforestation and Forest Degradation mechanism
RFMO Regional Fisheries Management Organisations
SCF Sahara Conservation Fund
SCPOP Stockholm Convention on Persistent Organic Pollutants
SFPEM Société Française pour l'Etude et la Protection des Mammifères
SGF Stay Green Foundation
SPAW Protocol Concerning Specially Protected Areas and Wildlife
SSAPs Single Species Action Plans
TAG Technical Advisory Group
UNCLOS United Nations Convention on the Law of the Sea
UNDP United Nations Development Programme
UNEP United National Environment Programme
UNESCO United Nations Educational, Scientific and Cultural Organization
UNFCCC United Nations Framework Convention on Climate Change
UNGA General Assembly of the United Nations
UNISDR United Nations International Strategy for Disaster Reduction
WCPFC Western and Central Pacific Fisheries Commission
WDC Whale and Dolphin Conservation
WDCS Whale and Dolphin Conservation Society
WHC World Heritage Convention
WHMSI Western Hemisphere Migratory Species Initiative
WHO World Health Organization
WLT World Land Trust
WWF World Wide Fund for Nature

A NATURAL AFFILIATION

DEVELOPING THE ROLE OF NGOS IN THE CONVENTION ON MIGRATORY SPECIES FAMILY

A Natural Affiliation, is a first step towards building mutual understanding between Non-Governmental Organisations (NGOs), CMS Family Parties and Signatories and the Secretariats that act on their behalf - collecting together comment and perspective from the NGO community about the CMS Family. The Review has also sought to develop insight into how CMS Secretariats view NGOs contributions, as well as providing useful reflections from other Inter-Governmental Organisations (IGOs) and important Q-NGOs such as the International Union for the Conservation of Nature (IUCN). Some of the comments will be obvious to individuals who have been closely involved in the CMS agenda - statements that are often spoken, but rarely written. Perhaps this is the greatest value that can be offered through this process – an articulation of what many already know so that we can collectively draw a line in the sand and move forward with constructive suggestions. It is in this spirit that *A Natural Affiliation* is offered.

NGOs have historically demonstrated a considerable commitment to the CMS Family, but the continuation of this commitment is being constantly weighed against commitments to other multi-lateral environmental agreements (MEAs).

NGOs understand that involvement has a cycle; that they must commit to participate before and during CMS processes to raise the profile of species issues (threats, species conservation status, linkages to other MEAs, the impacts of other decisions etc) and to influence these discussions and accords. They know that they may be needed for on-ground implementation support, and many of them prepare for this by developing close working relationships with governments as well as seeking funding to facilitate work before, during and after meetings.

These are the ways NGOs currently measure their involvement, but their long-term commitment is always hinged on an assessment of how much conservation progress is made between meetings – how much of the accord has actually been implemented.

Over the past 40 years, wildlife NGO diplomacy has become more coordinated, effective and

consistent. Many NGO diplomats have a longer history of direct experience with key environment conventions and more technical knowledge about the issues being discussed than some of their government counterparts. These NGOs have invested in building their skilled capacity through time, knowledge and public awareness. They have coordinated their efforts to become more effective and consistent in their approach.

Clearly, both NGO involvement and actual implementation progress depend on many factors, not the least of which is the political dynamic of a particular region or an issue, as well as the relationship that NGOs have with governments in a given circumstance or region. NGOs see themselves as a resource that CMS can actively draw upon, but developing a structured process that matches the current era and facilitates deeper NGO involvement is eluding everyone.

At the same time, government budgets for environmental issues are stretched. Wildlife related MEAs are a lower order political priority. Government contributions to these MEAs are meagre compared to other international efforts such as trade, aid or humanitarian services. Many developing country governments lack basic implementation budgets and necessary staff. MEA Secretariats can barely keep up with administration, and are without sufficient capacity to really progress implementation.

It may be time for a new form of so-called 'collaborative governance' to be considered, involving the public, private and civil sectors, with arrangements that can extend governmental resources, develop new solutions, and increase implementation. NGOs would be prepared to engage at a deeper and more committed level if the right dynamic is created. Indeed, NGOs could provide more if the process could expand to better include them.

A series of initial Recommendations born of this Review are brought forward for further consideration by the CMS Family. This is offered as a first step to a discussion that must continue within the NGO community as well as between NGOs and the governments and Secretariats of the CMS Family.

RECOMMENDATIONS

GAINING TRACTION FOR THE CMS AGENDA

Increasing respect and recognition of CMS's global authority and leadership in conservation and management of migratory species should be a priority.

This includes developing a means for the CMS agenda to be more seriously taken on board by governments and active measures to attend to and promote the CMS Family's track record of implementation.

NGO Recommendations include: CMS representatives attending key meetings with a strong, visible agenda, providing consistent political advocacy into other MEAs and international processes; increasing the CMS Family profile in other international processes, including as part of National Biodiversity Strategy and Action Plan (NBSAP) implementation; hosting a regular high level CMS Family ministerial meeting; developing a CMS budget that provides core funding for pursuing implementation strategies; providing education and support of government officials in key regions to understand the CMS agenda as well as increasing implementation; promoting activities in the field and on-ground that are designed to increase CMS's policy relevance; securing CMS's North American presence and considering a Brussels based CMS presence; and ensuring that there is profile for both CMS related species and habitat activities so that CMS can be readily acknowledged as an implementing agent of biodiversity policy.

INCREASING IMPLEMENTATION

Implementation was a priority issue for most NGOs that participated in the Review. Many NGOs highlighted that CMS needs a monitoring and evaluation process that defines and tracks the main benchmarks for the convention's work. Some organisations suggested that CMS needs a legally enforceable compliance regime.

NGO Recommendations include: exploring the creation of a peer review mechanism for CMS; streamlining the reporting of CMS and CMS agreements into one system and developing an evaluation process that draws information from the whole CMS Family, including NGO contributions; and building the culture of evaluation of government obligations to strengthen CMS.

MAKING THE MOST OF THE UNIQUE CMS ARCHITECTURE

The CMS Family offers unique attributes by providing for high level policy discussions (through the CMS Conference of the Parties) as well as detailed and region specific species actions plans and activities coordinated through agreements.

NGO Recommendations include: strengthening the CMS agenda to influence and contribute to key components of the Convention on Biological Diversity (CBD) and Convention on International Trade in Endangered Species (CITES) plans, to ensure they adequately reflect CMS priorities and needs; increasing strategic cohesiveness across the CMS Family, with CMS agreement priorities and outcomes as milestones within the conventions overall strategy; consolidating the reporting of CMS Family activities to highlight the importance of the CMS architecture; coordinate reporting with other MEAs to improve efficiency; making better use of taskforces or technical expert panels; investing in more strategic presentation of the website; and, importantly, investing in greater remote access to CMS and CMS agreement meetings to increase broader participation through video conferencing.

BETTER INVOLVEMENT OF NGOS

There is significant scope for NGOs to provide specific types of implementation activity (scientific, technical, practical, local, popular, capacity-related, etc) especially where priority taxonomic or geographical gaps are identified or capacity building is needed in developing regions. NGOs would welcome a more structured and systematic long-term approach to joint planning (and evaluation) so that they could contribute to CMS implementation.

This will require NGOs to develop mechanisms to inform/report on their activities so that CMS can profile their work better, as well as CMS and CMS agreement Secretariats systematically communicating the value of this work to their Parties and Signatories so that efforts made by NGOs are seen as relevant and respected. It is important that NGO contributions are codified and accepted as a contribution against an agreed plan, so that Parties or Signatories can recognise the value, and build this work more fully into the progression of the CMS agenda. At present, only a fraction of NGO CMS-related activities are reported into CMS processes.

NGO Recommendations include: CMS convening a regular NGO forum; developing a dialogue to foster strong and lasting relationships between

governments and NGOs that is focused on implementing conservation priorities decided by CMS; developing a mechanism to enable NGO funded or facilitated work to be formally and consistently reported across the CMS Family; codifying key advisory roles in the Scientific Council and inviting NGOs to fill these roles; exploring formalised models for NGO involvement in CMS processes; making processes, meetings and information more accessible through better use of web and communication technologies, including video conferencing; creating a formalised NGO orientated role to act as a focal point for NGOs and help facilitate greater NGO participation; and reviewing the NGO Partner agreements to ensure there is reciprocal benefit.

NGO have also urged: better utilization of the close cooperation that exists between many international and national NGOs; considering strategic engagement with the CMS agreement Partners to act as informal surrogates for regional representation on broader CMS issues; considering strategic engagement with local NGOs to provide capacity building expertise in key regions; and allowing national NGOs the same access to CMS processes as international NGOs (CMS Article VII, 9).

DEVELOPING PRIORITY ACTIVITIES

A number of NGOs felt that a strategic appraisal of where the convention can make the most difference is needed to identify and highlight priority work areas. Some NGOs commented that they would like to see CMS messaging more overtly encompass habitat, including the development and management of transnational wildlife corridors, to clearly articulate CMS's role in the context of other conventions such as CBD, CITES and the various fisheries bodies. NGOs, especially those with established research programmes, are also interested in engaging in work that is directly relevant to CMS and CMS agreements. However, this requires CMS to identify priority activities that scientific institutes and researchers are able to draw upon for setting their priorities and seeking funding. Similarly, if short, medium and long term policy priorities were set and NGOs were invited into the planning process for how to take issues forward, it would increase the NGO buy-in and contribution to CMS and CMS processes.

NGO Recommendations include: conducting a series of strategic assessments about how well CMS objectives and targets are being met; developing a

series of priority activities that draw upon these three assessments; establishing processes and a culture of more frequent interactions with technical or scientific experts on research progress; and planning for CMS agreements or action plans to be developed for each of the listed species so that appropriate conservation focus and detail can be maintained where it is needed.

These Recommendations, unmistakably put from an NGO perspective, are both useful for their own sake as well as an important indicator of the pulse of the NGO community concerning the CMS Family.

They reflect the depth of consideration NGOs are giving to the CMS agenda and provide some initial insight into where greater and more meaningful contributions might be possible.

UNE AFFILIATION NATURELLE

DEVELOPPER LE ROLE DES ONG AU SEIN DE LA FAMILLE DE LA CONVENTION SUR LES ESPECES MIGRATRICES

En recueillant les commentaires et les points de vue de la communauté des organisations non gouvernementales (ONG) sur la Famille CMS, la présente analyse, intitulée *Une filiation naturelle* constitue une première étape vers la construction d'une compréhension mutuelle entre les ONG, les Parties et Signataires de la Famille CMS et les Secrétariats qui agissent en leur nom. L'analyse a également cherché à préciser la manière dont les contributions des ONG étaient perçues par les Secrétariats de la CMS, et à faire part de réflexions d'autres organisations intergouvernementales (OI) et Q-ONG importantes telles que l'Union internationale pour la conservation de la nature (UICN). Certains commentaires sembleront évidents aux personnes ayant été étroitement impliquées dans le programme de la CMS – des déclarations souvent formulées oralement, mais rarement par écrit. Cela constitue peut-être la plus grande contribution de ce processus – l'expression claire de ce que beaucoup savent déjà afin que nous puissions collectivement tirer un trait et aller de l'avant avec des propositions constructives. C'est dans cet esprit que le document *Une affiliation naturelle* est proposé.

Les ONG ont toujours fait preuve d'un engagement considérable vis-à-vis de la Famille CMS, mais la poursuite de cette implication est constamment mise en balance par rapport à leurs engagements envers d'autres accords environnementaux multilatéraux (AEM). Les ONG comprennent que leur implication doit suivre un cycle et qu'elles doivent s'engager à participer avant et pendant les processus de la CMS afin de soulever des questions relatives aux espèces (menaces, état de conservation des espèces, liens avec d'autres AEM, impacts d'autres décisions, etc.) et afin d'influencer les discussions et les accords. Elles savent qu'elles peuvent être nécessaires au soutien de la mise en œuvre sur le terrain, et beaucoup d'entre elles se préparent à cet objectif en développant des relations étroites avec les gouvernements et en recherchant des financements pour faciliter le travail avant, pendant et après les réunions.

C'est ainsi que les ONG mesurent actuellement leur participation, mais leur engagement à long terme dépend toujours de l'évaluation des progrès

accomplis entre les réunions dans le domaine de la conservation – quelle part de l'accord a effectivement été mise en œuvre.

Au cours des 40 dernières années, l'action diplomatique des ONG relatives à la faune est devenue plus coordonnée, efficace et cohérente. De nombreux diplomates des ONG ont une longue expérience directe avec les conventions clés relatives à l'environnement, et ont des connaissances plus techniques que certains de leurs homologues gouvernementaux sur les questions en débat. Ces ONG ont investi dans le renforcement de leurs capacités et compétences au cours du temps, ainsi que dans l'acquisition de connaissances et la sensibilisation du public. Elles ont coordonné leurs efforts pour devenir plus efficaces et plus cohérentes dans leurs approches.

Il est clair que la participation des ONG et les progrès réels de mise en œuvre dépendent de nombreux facteurs, et notamment de la dynamique politique concernant un problème ou une région particulière, ainsi que de la relation que les ONG entretiennent avec les gouvernements dans un contexte ou une région donnée. Les ONG se voient comme une ressource à laquelle la CMS peut faire appel mais le développement d'un processus structuré qui corresponde à l'époque actuelle et qui facilite une plus grande implication des ONG échappe à tout le monde.

Dans le même temps, les budgets gouvernementaux alloués aux questions environnementales ont été réduits. Les AEM liés à la faune sauvage ont une priorité politique moins importante. Les contributions gouvernementales à ces AEM sont faibles par rapport à celles accordées à d'autres initiatives internationales telles que le commerce, l'aide ou les services humanitaires. Les gouvernements de nombreux pays en développement n'ont pas les budgets et le personnel nécessaires pour une mise en œuvre de base. Les Secrétariats des AEM arrivent à peine à s'acquitter de l'administration dont ils ont la charge, et n'ont pas les capacités suffisantes pour faire progresser réellement la mise en œuvre.

Il pourrait être opportun de considérer une nouvelle forme de « gouvernance collaborative », impliquant le secteur public, le secteur privé ainsi

que la société civile, avec des dispositions qui pourraient compléter les ressources gouvernementales, développer de nouvelles solutions, et renforcer la mise en œuvre. Les ONG seraient prêtes à s'engager plus fortement et avec motivation, si une meilleure dynamique était ainsi créée. Les ONG pourraient apporter plus si le processus se développait de sorte à mieux les inclure.

Une série de recommandations initiales issues de la présente analyse est proposée pour un examen plus approfondi par la Famille CMS. Cela constitue une première étape du débat qui doit se poursuivre au sein de la communauté des ONG, ainsi qu'entre les ONG les gouvernements et les Secrétariats de la Famille CMS.

RECOMMANDATIONS

RENFORCER L'IMPORTANCE DU PROGRAMME DE LA CMS

Renforcer le respect et la reconnaissance de l'autorité mondiale et du leadership de la CMS dans la conservation et la gestion des espèces migratrices de la CMS devrait être une priorité. Cela inclut le développement de moyens pour que le programme de la CMS soit plus sérieusement pris en compte par les gouvernements et que des mesures actives soient prises pour accompagner et promouvoir les réalisations de la Famille CMS.

Les ONG recommandent de : Prévoir la participation de représentants de la CMS à des réunions clés avec un programme solide et visible et apporter un plaidoyer politique cohérent à d'autres AEM et processus internationaux ; renforcer la place de la Famille CMS dans d'autres processus internationaux, y compris dans le cadre de la mise en œuvre des Stratégies et Plans d'action nationaux pour la biodiversité (SPANB) ; héberger régulièrement des réunions ministérielles de haut niveau de la Famille CMS ; élaborer un budget CMS qui prévoit un financement de base pour la poursuite des stratégies de mise en œuvre ; fournir aux responsables gouvernementaux des régions clés les connaissances et le soutien nécessaires pour comprendre le programme CMS ainsi que l'avancée de sa mise en œuvre ; promouvoir des activités sur le terrain conçues pour rendre plus pertinente la politique de la CMS ; assurer la présence nord-américaine de la CMS et envisager une présence à Bruxelles ; s'assurer que les activités de la CMS relatives aux

espèces et aux habitats sont suffisamment en vue pour que la Convention soit facilement reconnue comme un acteur de la mise en œuvre de la politique de la biodiversité.

RENFORCER LA MISE EN ŒUVRE

La mise en œuvre constitue une question prioritaire pour la plupart des ONG qui ont participé à l'analyse. De nombreuses ONG ont souligné que la CMS a besoin d'un processus de suivi et d'évaluation qui définisse et suive les principaux indicateurs relatifs à la mise en œuvre de la Convention. Certaines organisations ont estimé que la CMS a besoin d'un régime de conformité juridiquement contraignant.

Les ONG recommandent de : Explorer la pertinence de la création d'un mécanisme de conformité pour la CMS ; rationaliser la production de rapports de la CMS et de ses instruments en un seul système et élaborer un processus d'évaluation qui utilise les informations de l'ensemble de la Famille CMS, y compris les contributions des ONG ; développer la culture de l'évaluation des obligations des gouvernements afin de renforcer la CMS.

TIRER LE MEILLEUR PARTI DE L'ARCHITECTURE UNIQUE DE LA CMS

La Famille CMS offre des caractéristiques uniques en prévoyant des discussions politiques de haut niveau (à travers la Conférence des Parties à la CMS), ainsi que des activités et des plans d'action pour les espèces, détaillés à l'échelle des régions et coordonnés par des accords.

Les ONG recommandent de : Renforcer le programme de la CMS pour influencer et pour contribuer à des composantes clés de la Convention sur la diversité biologique (CDB) et de la Convention sur le commerce international des espèces de faune et de flore sauvages menacées d'extinction (CITES), de sorte qu'elles reflètent les priorités et les besoins de la CMS ; améliorer la cohésion stratégique à l'intérieur de la Famille CMS, les priorités et les résultats des accords de la CMS constituant des jalons dans la stratégie globale de la Convention ; consolider le système de rapport des activités de la Famille CMS en mettant en évidence l'importance de l'architecture de la CMS ; coordonner la production de rapports avec d'autres accords environnementaux multilatéraux afin d'améliorer l'efficacité ; faire un meilleur usage des groupes de travail ou des groupes d'experts techniques ; investir dans une présentation plus stratégique du site web ;

investir fortement pour faciliter l'accès à distance aux réunions de la CMS et de ses instruments afin de susciter une participation plus large grâce à la vidéoconférence.

AMELIORER L'IMPLICATION DES ONG

Il existe de nombreuses opportunités pour que les ONG assurent certaines activités de mise en œuvre spécifiques (scientifiques, techniques, pratiques, locales, populaires, relatives aux capacités, etc.) surtout lorsque des lacunes taxonomiques ou géographiques prioritaires sont identifiées, ou quand le renforcement des capacités est nécessaire dans les régions en développement. Les ONG souhaiteraient que soit définie une approche à long terme plus structurée et systématique pour une planification (et une évaluation) conjointe leur permettant de contribuer à la mise en œuvre de la CMS.

Cela demandera aux ONG de développer des mécanismes pour informer/rendre compte de leurs activités afin que la CMS puisse mieux appréhender leur travail, et que les Secrétariats de la CMS et de ses instruments communiquent systématiquement la valeur de ce travail à leurs Signataires et Parties, de sorte que les efforts déployés par les ONG soient respectés et considérés comme pertinents. Il est important que les contributions des ONG soient codifiées et acceptées en tant que contributions selon un plan convenu, afin que les Parties ou les Signataires puissent en reconnaître la valeur, et intégrer pleinement ce travail dans la progression du programme de mise en œuvre de la CMS. À l'heure actuelle, seule une fraction des activités des ONG liées à la CMS est signalée dans les processus CMS.

Les ONG recommandent de : Organiser régulièrement un forum des ONG ; développer un dialogue qui favorise des relations solides et durables entre les gouvernements et les ONG, et qui se concentre sur la mise en œuvre des priorités de conservation décidées par la CMS ; élaborer un mécanisme permettant aux travaux des ONG financés ou facilités d'être officiellement et systématiquement signalés dans la Famille CMS ; codifier les fonctions consultatives clés du Conseil scientifique et inviter des ONG à remplir ces fonctions ; rechercher des modèles formalisés pour l'implication des ONG dans les processus de la CMS ; rendre les processus, les réunions et les informations plus accessibles par une meilleure utilisation des technologies du web et de la communication, notamment la vidéoconférence ; créer une fonction formalisée spécifique aux ONG

pour agir en tant que point focal et faciliter une plus grande participation des ONG ; examiner les accords des ONG partenaires pour s'assurer qu'ils comprennent des avantages réciproques.

Les ONG demandent également de : Mieux utiliser la coopération étroite existant entre de nombreuses ONG internationales et nationales ; envisager un engagement stratégique des partenaires de la CMS agissant comme substituts informels pour une représentation régionale sur des questions générales de la CMS ; envisager un engagement stratégique des ONG locales pour fournir une expertise en matière de renforcement des capacités dans des régions clés ; donner aux ONG nationales le même accès aux processus de la CMS que les ONG internationales (Article VII, 9 de la CMS).

DEVELOPPEMENT D'ACTIVITES PRIORITAIRES

Un certain nombre d'ONG ont estimé qu'une évaluation stratégique visant à définir les domaines où la Convention est le plus efficace serait nécessaire, afin d'identifier et de mettre en évidence les domaines d'action prioritaires. Certaines ONG ont indiqué qu'elles aimeraient voir la communication de la CMS englober plus ouvertement les habitats, notamment le développement et la gestion des corridors transnationaux pour la faune sauvage, et que le rôle de la CMS dans le cadre d'autres conventions, telles que la CDB, la CITES et les différentes instances de la pêche, devrait être clairement exprimé. Les ONG, en particulier celles ayant des programmes de recherche établis, sont également intéressées pour s'engager dans un travail directement lié à la CMS et à ses instruments. Toutefois, cela demande à la CMS d'identifier les activités prioritaires que les instituts scientifiques et les chercheurs sont en mesure de traiter, afin d'établir des priorités et de rechercher des financements. De même, si les priorités stratégiques à court, moyen et long terme étaient fixées et si les ONG étaient invitées à s'exprimer sur la façon de traiter les questions au cours du processus de planification, cela augmenterait l'implication et la contribution des ONG à la CMS et au processus de la CMS.

Les ONG recommandent de : Réaliser une série d'évaluations stratégiques sur la façon dont les objectifs et les cibles de la CMS sont atteints ; développer une série d'activités prioritaires faisant appel à ces trois évaluations ; développer des procédures et une culture pour des interactions plus fréquentes avec les experts techniques ou

scientifiques sur les avancées de la recherche ; prévoir que des accords de la CMS ou des plans d'action soient élaborés pour chacune des espèces inscrites, afin que des efforts de conservation appropriés portent là où cela est nécessaire.

Ces recommandations sont formulées en tant que suggestions initiales et reflets des points de vue des ONG. Nous espérons que ces deux aspects seront utiles en tant que tels, mais également en tant qu'indicateurs de l'impulsion donnée par la communauté des ONG concernant la CMS. Ces recommandations reflètent l'importance de l'attention que les ONG portent au programme de la CMS, et permettent de mieux comprendre comment il pourrait être possible d'accomplir encore plus.

Nous espérons qu'elles seront reçues dans l'esprit qui est le leur - explorer ce qui est déjà une *affiliation naturelle* et qui suggère que les ONG pourraient jouer un rôle encore plus important dans la famille de la CMS

UNA AFILIACIÓN NATURAL

DESARROLLO DEL PAPEL DE LAS ONG EN LA FAMILIA DE LA CONVENCION SOBRE ESPECIES MIGRATORIAS

Una afiliación natural, es un primer paso para construir una comprensión mutua entre las organizaciones no gubernamentales (ONG), las Partes y Signatarios de la Familia CMS, y las Secretarías que actúan en su nombre - recogiendo comentarios y perspectivas de la comunidad de las ONG sobre la Familia CMS. La revisión también ha tratado de desarrollar una idea de cómo las Secretarías de la CMS ven las contribuciones de las ONG, así como proporcionar reflexiones útiles de otras organizaciones intergubernamentales (OIG) y de importantes Q- ONG como la Unión Internacional para la Conservación de la Naturaleza (UICN). Algunos de los comentarios serán evidentes para aquellos que han estado estrechamente involucrados en la agenda CMS – afirmaciones comentadas a menudo, pero que rara vez se escriben. Tal vez este es el mayor valor que se puede ofrecer a través de este proceso - una expresión de lo que muchos ya saben de manera que podamos trazar colectivamente una línea en la arena y avanzar con propuestas constructivas. Es en este espíritu que se ofrece *Una afiliación natural*.

Las ONG han demostrado históricamente un compromiso considerable con la Familia CMS, sino la continuación de este compromiso se sopesa constantemente con los compromisos con otros acuerdos ambientales multilaterales (AAM). Las ONG entienden que la participación tiene un ciclo, que deben comprometerse a participar antes y durante los procesos de la CMS para mejorar el perfil de los temas de especies (amenazas, estado de conservación de las especies, los vínculos con otros AAM, los impactos de otras decisiones, etc) e influir en los debates y acuerdos. Saben que pueden ser necesarias para la implementación sobre el terreno, y muchas de ellas se preparan en este sentido desarrollando estrechas relaciones de trabajo con los gobiernos, así como buscando financiación para facilitar el trabajo antes, durante y después de las reuniones. Estas son las formas en las que las ONG miden su participación actualmente, pero su compromiso a largo plazo siempre gira en torno a una evaluación del progreso alcanzado entre las reuniones – qué parte del acuerdo ha sido efectivamente implementada.

Es evidente que tanto la participación de ONG como el progreso de la implementación real depende de muchos factores, entre ellos la dinámica política de una región en particular o un tema, así como la relación que tienen las ONG con los gobiernos en una circunstancia o región. Las ONG se ven a sí mismas como un recurso al que la CMS puede recurrir activamente, pero no se está desarrollando un proceso estructurado que coincida con la época actual y facilite la participación de las ONG más intrínsecamente.

Durante los últimos 40 años, la diplomacia de ONG de vida silvestre se ha vuelto más coordinada, eficaz y coherente. Muchos diplomáticos de ONG tienen una historia más larga de experiencia directa con las convenciones ambientales clave y más conocimientos técnicos sobre los temas en discusión que algunos de sus contrapartes gubernamentales. Estas ONG han invertido en la construcción de su capacidad y competencia a través del tiempo, el conocimiento y la concienciación pública. Han coordinado sus esfuerzos para ser más eficaces y coherentes en su enfoque.

Al mismo tiempo, los presupuestos públicos para cuestiones de medio ambiente se reducen. Los AAM relacionados con la fauna son una prioridad política de orden inferior. Las contribuciones del Gobierno a estos AAM son escasas en comparación con otras iniciativas internacionales, como el comercio, la ayuda y servicios humanitarios. Muchos gobiernos de países en desarrollo carecen de los presupuestos básicos de implementación y el personal necesario. Las Secretarías de los AAM apenas pueden mantenerse al día con la administración, y no tienen capacidad suficiente para progresar realmente en la implementación.

Quizá sea el momento para considerar una nueva forma de la llamada "gobernanza colaborativa", con la participación de los sectores públicos, privados y civiles, con acuerdos que puedan ampliar los recursos gubernamentales, desarrollar nuevas soluciones y aumentar la aplicación. Las ONG estarían dispuestas a participar más y de manera más comprometida si se crea la dinámica

correcta. Las ONG podrían proporcionar más si el proceso pudiera ampliarse para incluirlas mejor.

Se presentan una serie de Recomendaciones iniciales nacidas de esta revisión para su consideración por la Familia CMS. Se ofrece como un primer paso para una discusión que debe continuar dentro de la comunidad de ONG, así como entre ONG y los gobiernos y las Secretarías de la Familia CMS.

RECOMENDACIONES

GANANDO TERRENO PARA LA AGENDA CMS

Aumentar el respeto y el reconocimiento de la autoridad y el liderazgo global de CMS en la conservación y manejo de especies migratorias debe ser una prioridad. Esto incluye el desarrollo de un medio para que la agenda CMS sea tenida en cuenta más seriamente por los gobiernos y se tomen medidas activas para ayudar y promover la trayectoria de implementación de la Familia CMS.

Las Recomendaciones de las ONG incluyen: representantes de la CMS asistiendo a reuniones clave con una agenda fuerte y visible, y proporcionar apoyo político consistente en otros AAM y procesos internacionales, aumentando el perfil de la Familia CMS en otros procesos internacionales, incluso como parte de la implementación de las Estrategias y Planes de Acción Nacionales de Biodiversidad (EPANB); convocar reuniones ministeriales ordinarias de alto nivel de la Familia CMS, desarrollar un presupuesto de la CMS que proporcione financiación básica para las estrategias de implementación que se persiguen, proporcionar educación y apoyo de los funcionarios del gobierno en las regiones clave para entender la agenda CMS, así como aumentar la implementación, promocionar actividades sobre el terreno que están diseñadas para aumentar la pertinencia de las políticas de la CMS; asegurar la presencia de la CMS de América del Norte y considerar la presencia de CMS en Bruselas, y asegurar que hay perfil para actividades a favor de especies de CMS y de sus hábitats por lo que la CMS puede ser reconocida fácilmente como un agente ejecutor de la política de biodiversidad.

AUMENTAR LA IMPLEMENTACIÓN

La implementación es una cuestión prioritaria para la mayoría de las ONG que participaron en la revisión. Muchas ONG destacaron que la CMS necesita un

proceso de monitoreo y evaluación que defina y dé seguimiento a los principales puntos de referencia para el trabajo de la Convención. Algunas organizaciones indicaron que la CMS necesita un régimen legal de cumplimiento exigible.

Las Recomendaciones de las ONG incluyen: explorar la creación de un mecanismo de cumplimiento para la CMS, la racionalización de la presentación de informes de CMS y los acuerdos de la CMS en un sistema y el desarrollo de un proceso de evaluación que tome información de toda la Familia CMS, incluyendo contribuciones de las ONG, y la creación de práctica habitual de evaluación de las obligaciones del gobierno para fortalecer la CMS.

APROVECHANDO AL MÁXIMO LA ARQUITECTURA ÚNICA DE CMS

La familia CMS ofrece atributos únicos al prever debates políticos de alto nivel (a través de la Conferencia de las Partes de la CMS), así como planes de acción de especies detallados y específicos para regiones y actividades coordinadas a través de acuerdos.

Las Recomendaciones de las ONG incluyen: fortalecer la agenda de la CMS para influir y contribuir a los componentes fundamentales de los planes de la Convención sobre la Diversidad Biológica (CDB) y la Convención sobre el Comercio Internacional de Especies Amenazadas (CITES), de modo que reflejen adecuadamente las prioridades y necesidades de la CMS; aumentar la cohesión estratégica a través de la familia de la CMS, donde las prioridades y los resultados de acuerdos CMS son hitos dentro de la estrategia global de convenciones; consolidar la presentación de información sobre las actividades de la Familia CMS para destacar la importancia de la arquitectura CMS; coordinar la presentación de información con otros AAM para mejorar la eficiencia, utilizar mejor los grupos de trabajo o paneles técnicos de expertos; invertir en una presentación más estratégico de la página web; e invertir en gran medida en un mayor acceso remoto a las reuniones CMS y de acuerdos CMS para aumentar la participación a través de videoconferencias.

UNA MAYOR PARTICIPACIÓN DE LAS ONG

Hay un amplio margen para que las ONG proporcionen determinados tipos de actividades de implementación (científica, técnica, práctica, local, popular, relacionada con la capacidad, etc.) especialmente cuando se identifican lagunas taxonómicas o geográficas prioritarias o es necesaria

creación de capacidad en regiones en desarrollo. Las ONG darían la bienvenida a un enfoque más estructurado y sistemático a largo plazo para la planificación (y evaluación) conjunta de manera que puedan contribuir a la implementación de la CMS.

Esto requerirá que las ONG desarrollen mecanismos para informar de sus actividades a fin de que la CMS pueda seguir mejor su trabajo, así como que la CMS y las Secretarías CMS comuniquen sistemáticamente el valor de este trabajo a sus Partes y Signatarios para que los esfuerzos realizados por las ONG se vean como relevantes y respetados. Es importante que las contribuciones de las ONG estén codificadas y aceptadas como una contribución para un plan acordado, de manera que las Partes o Signatarios puedan reconocer el valor e integrar este trabajo más plenamente en el avance de la agenda CMS. En la actualidad, sólo una fracción de las actividades de las ONG relacionadas con la CMS se reportan en los procesos de CMS.

Las Recomendaciones de las ONG incluyen: Que la CMS convoque un foro regular de ONG; desarrollar un diálogo para fomentar relaciones sólidas y duraderas entre los gobiernos y las ONG centrado en la aplicación de las prioridades de conservación decididas por CMS; desarrollar un mecanismo para que el trabajo financiado o facilitados por ONG sea formal y sistemáticamente reportado a través de la Familia CMS; codificar funciones de asesoramiento clave en el Consejo Científico e invitar a las ONG a llenar estos roles; explorar modelos formales para la participación de las ONG en los procesos de CMS; haciendo que los procesos, las reuniones y la información sean más accesibles a través de un mejor uso de las tecnologías web y la comunicación, incluyendo videoconferencia; crear un puesto formal orientado a las ONG para actuar como centro de coordinación para las ONG y ayudar a facilitar una mayor participación de las ONG, y revisar los acuerdos con ONG socias para asegurar que hay beneficio recíproco.

Las ONG también han instado a: una mejor utilización de la estrecha cooperación que existe entre muchas ONG internacionales y nacionales, teniendo en cuenta el compromiso estratégico con el Acuerdo de Socios CMS para actuar como sustitutos informales de representación regional en temas CMS más amplios, teniendo en cuenta el compromiso estratégico con las ONG locales para proporcionar creación de capacidad en regiones clave, y permitiendo a ONG nacionales el mismo acceso a los procesos de CMS que a las ONG internacionales (CMS Artículo VII , 9).

DESARROLLO DE ACTIVIDADES PRIORITARIAS

Varias ONG opinaron que es necesaria una evaluación estratégica de dónde la Convención puede tener más impacto para identificar y resaltar áreas de trabajo prioritarias. Algunas ONG comentaron que les gustaría ver cómo CMS abarca más abiertamente el hábitat, incluyendo el desarrollo y la gestión de corredores transnacionales de fauna, para articular claramente el papel de la CMS en el contexto de otros convenios, como el CDB , la CITES y los distintos órganos de la pesquería. Las ONG, especialmente las que tienen programas de investigación establecidos, también están interesadas en participar en el trabajo que es directamente relevante para los acuerdos de la CMS y CMS. Sin embargo, esto requiere que la CMS identifique las actividades prioritarias que los institutos científicos y los investigadores puedan utilizar para establecer sus prioridades y buscar financiación. Del mismo modo, si se establecen las prioridades políticas a corto, medio y largo plazo y las ONG fueran invitadas al proceso de planificación sobre cómo presentar cuestiones, aumentaría la aceptación de ONG y la contribución a la CMS y a los procesos CMS.

Las Recomendaciones de las ONG incluyen: la realización de una serie de evaluaciones estratégicas sobre cómo se están cumpliendo los objetivos y metas de la CMS; desarrollar una serie de actividades prioritarias que se basen en estas tres evaluaciones; establecer procesos y el hábito de interacciones más frecuentes con expertos técnicos o científicos en materia de investigación; y planificar planes de acción y acuerdos de la CMS que se desarrollen para cada una de las especies de los Apéndices de manera que se pueda mantener adecuada conservación allí donde se necesita.

Estas Recomendaciones se ofrecen como sugerencias iniciales y desde una perspectiva de las ONG. Esperamos que sean útiles en sí mismas, y también que sirvan como un indicador importante del pulso de la comunidad de las ONG en relación a la CMS. Son el reflejo de la profundidad de la consideración que las ONG están dando a la agenda de la CMS, y dan una idea de lo que podría ser posible.

Esperamos que se hayan recibido en el espíritu que se pretendía - explorar lo que ya es una Afiliación Natural que sugiere que existe la posibilidad de una mayor participación de las ONG en la Familia CMS.

INTRODUCTION

Non-governmental organizations (NGOs) have been a serious part of international conservation[†] work since the 1960s. The Stockholm Conference (United Nations Conference on the Human Environment) in 1972 reported the attendance of over 400 representatives from inter-governmental and non-governmental organizations, although NGO influence emerged in a more obvious way during the first Earth Summit (United Nations Conference on Environment and Development) in 1992. At that meeting NGOs marshalled a significant international awareness campaign ahead of the conference to help set the agenda to be discussed. Around 2,400 NGO representatives attended the Summit with another 17,000 representatives taking part in the parallel NGO 'Global Forum'^[3-7]. The tone of the conference was 'international' – to rethink economic development and find ways to halt the destruction of irreplaceable natural resources and pollution of the planet.

Stepping back again to 1972, Joseph Nye and Robert Keohane were amongst the first scholars to document the regular interactions across national boundaries of governmental and non-governmental actors^[8]. In this early period, NGOs were the driving force in the development of key multi-lateral environment agreements (MEAs) including the Convention on Migratory Species (CMS) in 1979. NGOs were in the room during the first CMS Conference of the Parties (CoP) in 1985 and had been an equally strong force in the development of CMS's sister Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) in 1976.

Since Keohane and Nye, there has been a flourishing discussion about the role that NGOs play in conservation efforts^[6, 9-15], although to a degree this discussion remains cast in the mould of the relationship between NGOs (that are non-profit in nature) and government actors. Indeed the casting of the relationship between the civic and the sovereign has become complicated by the

emergence of differing positivist, social legal and international relation/regime theory schools of thought^[16-22], creating 'contested ground' in which NGOs now operate. This has perhaps hindered the discussions about the potential that NGOs might offer in the period ahead.

Much has transpired since the 1960s and 70s, including gradual division of the nature of NGOs and their focus^[7, 23-25]. While issues being addressed by NGOs remain interwoven and constantly overlapping, an 'international NGO community' that concentrates on wildlife conservation has emerged as quite distinct from the NGO community that focuses on human development/environment issues or from those who focus on climate change. While a few decades ago corporate entities were also commonly called NGOs, these are now more commonly recognised as another distinct and separate group^[6] often called the 'private sector'.

This Review and its findings focuses specifically on the NGOs and quasi non-governmental organizations (Q-NGOs) that place a significant emphasis on their conservation work as it relates to wildlife. At times this group expands to include other players within civil society, specifically independent wildlife scientists and wildlife policy specialists, to the extent that these actors also function as part of an 'international NGO community'.

In the margins of the 10th CMS CoP, the Migratory Wildlife Network (now Wild Migration) & Friends of CMS convened a *Civil Society Dialogue* to begin a process of discussion among civil society (defined for that meeting as including NGOs, independent wildlife scientists and policy specialists) about the CMS agenda. The views expressed during the *Dialogue* indicated that an articulation of the current relationship between NGOs and CMS would be beneficial, especially in light of the CMS Strategic Planning Process that was about to commence. It was apparent to those participating in the *Dialogue* that NGO commitments to the CMS Family were not well understood by CMS Parties and that NGOs and Q-NGOs (hereinafter referred to as NGOs) could be more effective contributors if facilitated to do so.^[26] These views revolved around some key themes:

[†] For this Review the term 'conservation' will be used as a policy-neutral term throughout, out of respect for the range of NGO who have contributed. NGOs represent a spectrum of policy positions ranging from individual or population level animal welfare through to sustainable or wise use. This Review does not intend to traverse into this territory, or to lean in one policy direction or the other.

1. increasing CMS implementation;[‡]
2. coordination and reporting;
3. using NGO technical expertise; and
4. increasing CMS's global influence.

To build on this collective discussion Wild Migration, with the support of CMS and the Whale and Dolphin Conservation (WDC, *previously known as the Whale and Dolphin Conservation Society - WDCCS*), instigated this focused Review about NGO perspectives on CMS as a mechanism, CMS's influence and implementation and NGO contributions to this influence and implementation. Taking its instructions from the *Civil Society Dialogue*, this Review seeks to better define the existing relationship between the NGO community and CMS in its present form in order to contribute to enhancing that relationship into the future. An early findings report was offered as an initial contribution to the CMS Strategic Plan 2015–2023 Working Group process^[27] with the intention that this final document would be submitted for more detailed consideration.

The NGOs that participated in the Review were either drawn from direct approaches to NGOs with a known profile of working on wildlife related work, or else through their voluntary response to an open invitation sent out on a number of e-lists. The aim was to include a wide spectrum of views from those who worked closely with CMS and were highly invested in the Convention's work through to 'challenging critics'. Almost all of the NGOs approached were pleased to hear that this process was underway. Some felt they had little to contribute at this early stage, but asked to be kept apprised of progress. Initially, 137 NGOs were contacted directly to seek their input to the Review. From these, as well as a number who responded to various international e-Lists, 43 NGOs found the time to participate in the direct interviews (written and verbal). They represent a balanced cross section of regions, perspectives, organisation size, international/regional/national/local focus and taxonomic coverage. A significant percentage of these have provided written statements, which appear in Annex B. A further 50 NGO respondents participated through an online survey that focused more specifically on the relationships NGO have with

individual CMS agreements (also in Annex B). The views and perspectives of CMS and CMS agreement Secretariat, as well as relevant Q-NGOs and IGOs were also sought, focusing on the relationship CMS and CMS agreements have with the NGO community. These appear in Annex C.

A 'Review Oversight Group', drawn from NGOs with a long-standing relationship with CMS, provided consistent project oversight and feedback throughout the Review process. The comments and perspectives of this Review Oversight Group both guided the Review direction, considered and confirmed the relevance of the areas being discussed and most importantly ensured that the focus of the Review remained rooted in the international NGO community. This was a fundamental aspect of the Review and perhaps sets it apart from other similar initiatives that have been led by academics or intergovernmental bodies. In this case, the *Dialogue* that commenced during CMS CoP10 was extended, as an iterative discussion between NGOs and individuals within the international NGO community, into this Review.

A Natural Affiliation confidently captures an NGO perspective of the CMS Family in the spirit of taking the CMS agenda constructively forward.

[‡] Please refer to the definition of 'implementation' given on page 4 and note that this definition is more broadly encompassing of activities and actions than what is commonly considered by positivists who focus on implementation from a legal perspective, describing procedural obligations within a specific treaty or law

WILDLIFE NGOS: ADVERSARIES OR COLLABORATORS?

The complexity, pervasiveness, and mutual interdependence of environmental problems are now well recognised and discussions are ongoing about reshaping environmental regulation and natural resource management both within the nation state and internationally.^[16, 28, 29]

Under the banner of the 'International Environmental Governance' agenda, commentators have highlighted the pressure on sovereign states to encompass and implement an expanding range of international enviro-political issues.^[30] Putting aside the financial constraints of implementing an expanding agenda, the sheer number of individual instruments and accords has undoubtedly created a complicated policy field. Some commentators, predominantly from within the sustainable development community, suggest that consolidating MEAs into a single governance system in the answer.^[29, 31] Other commentators counter that the number of instruments that exists is a direct reflection of the breadth and depth of detail that must be addressed, and that consolidation will result in 'policy simplification' that will achieve too little. Important commentators, such as Young^[21] discuss the necessary institutional changes that must be grappled with. Others, like Chambers^[16] provide a needed perspective about the inter-linkages and effectiveness of MEAs in the context of global discussions. Each perspective discusses important elements of this now complex and complicated arena and offers suggestions about streamlining the process, but all would acknowledge that no definitive solution yet in sight. Whatever the solution, it is clear that an increasing density of intergovernmental interaction, interplay and overlap has contributed to the rescaling of politics.

The complicated interdependence between institutional contexts and political action^[29, 32] are linked, as always, to financial resources. This is where the current debate is most focused, yet the civic element of the debate has not been fully explored. Moving forward it seems prudent to carefully consider the deployment of governmental, inter-governmental and non-governmental resources to ensure the greatest gain.

In the current age of global communication technology, global civil society has emerged as a

well established transnational domain in which people engage with and support ideas, objectives and goals surrounding issues of mutual interest.^[1] It is a self-organising system that collects expertise and, like its domestic counterpart, supports activities that shape widespread behaviour and influences how public policy issues are addressed.^[5, 33, 34] Civil society is not a new phenomenon, having its roots in the 17th and 18th Centuries; however its global nature has notably increased in recent decades in parallel to the international political process that has also been evolving.^[35, 36] Governments have variously voiced concern about this unprecedented growth of the civil society domain, much of which now operates beyond the control of the traditional political systems. For many governments the policy space that global civil society now functions within is seen as 'contested ground' occasionally tinged with an adversarial tone. This is perhaps a harsh judgement, although it would be spurious to suggest that all elements of civil society are entirely benign. As with all human activities there is both good and bad, but tarnishing every aspect of this new sphere with distrust misses an opportunity that may be important for the CMS Family to consider. For the purposes of this Review it is important to see clearly the distinction between global civil society and NGOs, especially NGOs operating internationally.

In general, NGOs enjoy legal personality only in domestic municipal law, not in international law. To some degree, this is part of the contested ground, with some states voicing concerns that granting international recognition to NGOs may further reduce governmental control over their activities. Ironically, some NGOs have also voiced concerns that such recognition might entail a loss of autonomy, primarily because many internationally focused NGOs have learned how to manoeuvre without the need for formal international personalities, usually as a group of separate national entities that simply agree to work to internationally developed positions.

The self-actuated nature of NGOs distinguishes them from IGOs – the other major actors in the 'contested ground', whose mandates are agreed to and limited by states. Where IGO influence and legitimacy is derived from this mandate, NGOs do not gain their influence from delegation by states.

Rather, whatever influence they have is achieved through the attractiveness of their ideas and values^[37, 38] - influence that must constantly be earned.

However, many NGOs operating within this global sphere recognise the need to working with the system and not against it, and so choose to adhere to norms, codes of conduct and forms of governance that are mutually understood, shared and evolving as if they did have engagement rules imposed upon them. They do this to increase trust and build important relationships. They consciously nest themselves within the regime in which they are working.^[20, 21, 39] Some NGOs also deliberately operate within and engage with established global policy networks that include governments, IGOs and individual experts on a range of issues. Other NGOs maintain a focus on raise public awareness on specific issues.^[6, 17]

This professional behaviour means that many NGOs have direct involvement in many international environmental processes, by progressing policy, providing advice and technical support, raising broader public awareness to support progress. Many NGOs employ skilled negotiators and diplomats that understand the pulse and process of international policy. Much of this diplomacy is focused on leveraging trans-boundary or 'borderless' information into the essentially state based system of international governance.

In these ways these NGOs are a quite distinct and definable sub-set of global civil society, choosing to be bound to protocols and the culture of the international diplomatic community and as willing participants in the traditional vertical governance structure.

Despite this investment of time, resource and energy, some governments raise concerns born of the 'contested ground' are sometimes raised that NGOs seek too much influence – that they are not democratically accountable. While it is true that NGOs are not comprised of democratically elected representatives, they same can be said of many of the individuals in government bureaucracies or delegations. Yet, each group responds to the views of the public, though through different processes. NGOs don't have the power to override public policy any more than government bureaucracies do. The 'power to decide' will always remain with elected officials, representing the polis that has elected them.

Yet, NGOs offer a flexibility that could be used to great advantage by government bureaucracies.

NGOs operate across national boundaries, cultures and language. They can draw connections between national policies in ways that are often difficult or undiplomatic for government officials to do. They often have the capacity and the time to focus on the detail of specific issues between and during meetings in ways that government delegations, especially those that are small and under-resourced, struggle to match.^[17, 35, 40] NGOs can buffer transitions in governmental staff and government leaders. Many have organisational structures that enable them to react quickly and more dynamically when situations require it. Also, because of their relationship with supporters, the media and the general community, they often enjoy a level of public trust. These are attributes that can complement other stakeholders. As we all face a future where the challenges are growing and resources and time to address them are dwindling, there is considerable opportunity for closer and more strategic coordination. While NGOs will always seek to hold processes accountable to the delivery of agreed policy, NGOs don't need to be cast as adversaries. With appropriate transparency and involvement they can be constructive collaborators.

Such suggestions are not novel to this Review. Two recent projects have also highlighted such opportunities: *Transforming governance and institutions for global sustainability: key insights from the Earth System Governance Project* and *The Stakeholder Empowerment Project*. The messages and recommendations from these important studies are that a transformative structural change in global governance is required; that strengthening international environmental treaties, managing conflicts among international treaties, strengthening national governance and strengthening accountability and legitimacy were important goals that NGOs could contribute to.^[14, 41]

To some extent NGOs as collaborators is already a notion being trialled, especially in the arena of development and human welfare. NGOs in this policy community have become involved participants in policy implementation as 'extension agents' or partners in 'service delivery'.^[1, 34]

In contrast, NGOs focused on wildlife have continued to operate in the vertical governance structure, still using their influence but as involved outsiders or bystanders.^[17, 36] It is time to perhaps reconsider this. Wildlife NGO diplomacy has become coordinated, effective and consistent.^[6, 25, 42] Many NGO diplomats have a longer history of direct experience with key environment conventions and

more technical knowledge about the issues being discussed than some of their government counterparts. They have invested in building their skilled capacity through time, knowledge and public awareness. They have coordinated their efforts to become more effective and consistent in their approach.^[42]

At the same time, government budgets for environment issues are stretched. Wildlife related MEAs are a low order political priority. Government contributions to these MEAs are low compared to other international efforts such as aid or humanitarian services.^[1, 34, 43-47] Many developing country governments lack even basic implementation budgets, let alone having sufficient capacity for progressive work. MEA Secretariats can barely keep up with administration, and are without sufficient capacity to really progress implementation.

It may be time for a new form of so-called 'collaborative governance' involving the public, private and civil sectors.^[28, 48, 49] NGOs could provide more if the process could expand to better include them. Indeed, an example is already underway in the Friends of Target 12 - a partnership of organizations and institutions which bring their forces together to support countries to achieve Aichi Biodiversity Target 12. The aim of this initiative is to support Convention on Biological Diversity (CBD) Parties and others to achieve Aichi Target 12 by providing practical guidance and raising awareness of initiatives and programmes that contribute to the implementation of the activities needed to stem the tide of species' extinctions.

Aichi Biodiversity Target 12 of the CBD and its Strategic Plan seeks that:

By 2020 the extinction of known threatened species has been prevented and their conservation status, particularly of those most in decline, has been improved and sustained.

Target 12 is a critically important and ambitious target which is directly or indirectly linked to all the CBD Targets and is also highly relevant to other biodiversity related MEAs, such as CMS. NGOs are a major force within this initiative and, working with the CBD Secretariat and with Parties, are seeking to:

1. Synthesise and share experience, initiatives, guidelines and recommendations to enable countries to achieve Target 12;
2. Promote synergies (at national, regional or global level) between organizations and institutions working on species conservation

including governments, NGOs, convention secretariats and business to achieve Target 12;

3. Promote the integration of species action plans, strategies and activities into National Biodiversity Strategies and Action Plans (NBSAPs);
4. Identify important issues related to species conservation that might be addressed via decisions of the CBD or other conventions;
5. Support the Biodiversity Indicators Partnership to develop indicators and methods to monitor progress towards the achievement of Target 12; and
6. Develop shared strategies for collaborative efforts to achieve Target 12 including capacity building and tool development.

The Friends of Target 12 initiative has, at its core, an implied trust between the partners to understand the policy context and move forward appropriately. This increases the initiative's effectiveness and accepts that horizontal efforts that include NGOs can generate significant outcomes. While it is too early to report progress, and Target 12 is a difficult one to meet, there is a strongly likelihood that Target 12 may show significant progress in the lead up to 2020. Only time will tell.

There is of course a perceived muddiness in governance arrangements that seek to tie horizontal efforts together with more conventional vertical arrangements, and there are challenges in both measuring performance^[50] but also in the development of mutual trust. Yet, these are the challenges that governance systems now face^[51]. 'Collaborative governance' in social policy literature foresees a future where governments and their agencies play an essential leadership and strategic function, in collaboration with NGOs as the delegated implementers; delivering both democratic and focused, tangible outcomes.^[40, 48, 52]

To be successful 'collaborative governance' must construct an institutional framework that facilitates a complex mix of policy, discourse, negotiation and arbitration – with an eye to also considering variables such as prior history of conflict or cooperation, the incentives for stakeholders to participate, power and resources imbalances, leadership, and institutional design.^[48, 53-55]

'Collaborative governance' arrangements can and do extend governmental resources, develop new solutions, and enable decisions that go beyond compliance.^[50, 56] They tap a broad range of

resources and discretionary authorities held by a variety of government and non-government stakeholders that can be applied to a problem. Coordination is achieved by the commitment by all participants to act in accordance with an agreed, though always evolving, plan devised and periodically revised by all those involved.^[28]

This is actually not such a leap from the system currently in place. Already, most governmental departments responsible for environmental issues operate in a situation of devolution – either to their counterpart departments of justice for legal representation, resource management for threat mitigation relating to resource extraction (be it mining, fisheries or agriculture), or through contracts engaging outside organisations in on-ground works. Typically, comparatively little of policy implementation is carried out by environment department staff.^[56, 57]

The CMS Family is also growing accustomed to using the services of NGOs for certain activities, but these services have been offered or asked for on an adhoc basis. There has not yet been a systematic CMS Family wide consideration of the gaps that exists in the CMS programme that might be more formally supported by the NGO community. Also, it must be said, the tacit agreement for this NGO commitment has been that conservation progress would be made - that once policies were established, implementation would follow -yet this Review reports a level of frustration with the pace of this progress.

Moving to a situation where the NGO community is able to contribute more systematically and consistently to the work of CMS will require the right dynamic to be created. Success factors such as active dialogue, trust building (which includes mutual transparency and accountability) and the development of commitment and shared understanding become paramount.^[42, 54, 58-61] Also, it is necessary to have an accessible and meaningful long-term forward plan; which is a request echoed already by the NGO community through this Review and by Parties through CMS Resolution 10.9: *Future Structure and Strategies of the CMS and CMS Family*^[62] that "... [u]rges Parties and institutional bodies of the CMS and invites UNEP and relevant stakeholders to contribute to and/ or undertake activities identified in [the Future Structure and Strategy Activities Categorized as short-, medium- or long-terms priority for action]".

THE EVOLVING RELATIONSHIP BETWEEN CMS AND NGOS

It is a well established practice for NGOs seeking involvement in international policy to participate in IGO processes. Some IGOs make formal provisions for NGO consultation. Others have evolved the practice over time^[6]. In a formal sense therefore it is not surprising that the relationship between CMS and NGOs has been iteratively articulated through the formal process of CMS agenda setting and policy direction – the Conference of the Parties to the Convention (CoP).

THE FORMALLY ARTICULATED ROLE OF NGOS IN CMS

In 1974 the German Government was mandated by the United Nations Environment Programme (UNEP) to prepare an appropriate draft text of what would become CMS. The German Government enlisted the legal experts of the IUCN's Environmental Law Centre and after consultation with potential Parties the Law Centre produced a text which formed the basis of negotiation. The final version was signed in June 1979, in Bonn, and CMS was born^[63].

The preamble to the convention recognises that "States are and must be the protectors of the migratory species of wild animals that live within or pass through their national jurisdictional boundaries"^[64] and Article VII, 9 allows that:

Any agency or body technically qualified in protection, conservation and management of migratory species, in the following categories, which has informed the Secretariat of its desire to be represented at meetings of the Conference of the Parties by observers, shall be admitted unless at least one-third of the Parties present object:

- a) international agencies or bodies, either governmental or non-governmental, and national governmental agencies and bodies; and
- b) national non-governmental agencies or bodies which have been approved for this purpose by the State in which they are located.

Once admitted, these observers shall have the right to participate but not to vote^{[Article VII, 9^[64]}. The first few CMS Conference of the Parties (CMS CoP) concentrated attention on establishing the convention's work programme, but by 1994 the CMS CoP had adopted Recommendation 4.6: *The Role of non-Governmental Organizations in the Convention on Conservation of Migratory Species of Wild Animals* which recognised that "non-governmental organizations can represent influential movements in society and that - through their expertise - they can play an active role in the conservation of migratory species of wild animals"^[65]. During CoP4 Parties also encouraged "Specialized non-governmental organisations ... to play a more active role in the Convention, particularly by providing scientific advice, assisting in promotional activities and implementing projects for migratory species"^[66].

Subsequent CoPs maintained this level of recognition. In 1997, Resolution 5.4: *Strategy for the Future Development of the Convention* encouraged "non-governmental organisations to target their project work, inter alia, towards the implementation of CMS and Agreements"^[67] and once again specialized non-governmental organizations were " ... encouraged to play a more active role in the Convention, particularly by providing scientific advice, assisting in promotional activities and implementing projects for migratory species."

During CMS CoP6, in 1999, NGOs were recognized through the Djerba Declaration annexed to Recommendation 6.3: *Further Action for Sahelo-Saharan Antelopes*^[68]. Resolution 6.7: *Institutional Arrangements: Scientific Council* invited six IGOs and four NGOs to participate as observers in the meetings of the Scientific Council and to "consider establishing close working cooperative arrangements on matters of common interest"^[69] and Resolution 6.4: *Strategic Plan For The Convention On Migratory Species*^[70] mentioned the need for increasing attention "... to coordinat[e] action, creating synergies and avoiding duplication among the respective treaty bodies and other concerned partners within the non-governmental community." Partner NGOs appear overtly in the Annex - *Implementation of CMS Information Management Plan* to Resolution 6.5: *Information Management Plan and National Reporting*^[71].

In 2002, during CMS CoP7, the Secretariat was urged to progress "... *partnerships with interested organizations specialized in the conservation and management of migratory species for the provision of secretariat services for selected MoUs*" in Resolution 7.7: *Implementation of Existing Agreements* ^[72].

In 2005, during CMS CoP8, NGOs were encouraged to share information on relevant studies on the Addis Ababa principles and guidelines in Resolution 8.1: *Sustainable Use* ^[73]. NGOs were also recognised in several information documents developed by the CMS Secretariat, and in Resolution 8.5: *Implementation of Existing Agreements and Development of Future Agreements* ^[74] where, once again, the Secretariat was encouraged to continue "*exploring partnerships with interested organizations specialised in the conservation and management of migratory species for the provision of developmental support and coordination services for selected MoUs*". Resolution 8.5 also asked NGOs to provide appropriate assistance towards the conclusion and subsequent implementation of the Dugong MoU. NGOs featured in the support document annexed to Resolution 8.2: *CMS Strategic Plan 2006–2011* and Resolution 8.8: *Outreach and Communications* ^[75, 76] and NGOs were also acknowledged as playing important roles in the cooperative conservation of migratory raptors and owls in the African-Eurasian Region, and their involvement was encouraged in the development of the migratory sharks agreement ^[77, 78]. During CoP8, the Secretariat also signed a number of Partnership Agreements with NGOs in a public signing ceremony, signalling that the relationship between CMS and the NGO community was being treated seriously.

In 2008, during CMS CoP9, Resolution 9.2: *Priorities for CMS Agreements* and Resolution 9.5: *Outreach and Communication Issues* both recognised the ongoing support of a number of NGOs and Resolution 9.2 repeated the request to the Secretariat to explore "*partnerships with interested organisations specialised in the conservation and management of migratory species for the provision of developmental support and coordination services for MoUs concluded under CMS auspices*" ^[79, 80]. The impetus increased in Resolution 9.6: *Cooperation with Other Bodies* ^[81] that began with the statement:

Acknowledging the importance of cooperation and synergies with other bodies, including MEAs, other inter-governmental bodies and non-governmental organisations, as well as the private sector;

Recognising the instrumental role of partner organisations in the development and implementation of CMS and its related initiatives and outreach campaigns, including the negotiation of the Convention itself;

Appreciating the value of such partnerships in reaching a wider audience and raising public awareness of the Convention and the importance of conserving migratory species on a global scale;

In the operative section, Parties:

1. *Express[ed]* gratitude to the many partner organisations that have assisted in promoting CMS and its mandate, for example, by facilitating the negotiation and implementation of species agreements under the Convention

4. *Further encourage[d]* the Secretariat to continue to foster such partnerships in order to further the effective delivery of conservation action and awareness-raising, subject to available human and financial resources;

5. *Recognise[d]* that preferred instruments for such cooperation are renewable joint work plans with agreed and attainable targets included in clear timetables, drawn up by CMS and partner bodies and the necessity to report on progress and to assess effectiveness of results regularly;

13. *Request[ed]* the CMS Secretariat and partners to develop additional processes to streamline and coordinate their relationship, such as:

(i) Agreed work programmes between CMS and partner organisations that align closely with the CMS Strategic Plan and that are regularly reviewed; and

(ii) Joint or consolidated reporting of partner contributions (monetary, in-kind and professional) to CMS for formal submission into CMS processes;

14. *Request[ed]* CMS partner organisations to promote and publicise the benefits to them, to CMS and to conservation arising from effective collaboration;

Resolution 9.13: *Intersessional Process Regarding the*

Future Shape of CMS also recognised the growing relationship between CMS and NGOs ^[82].

In 2011, during CMS CoP10, Resolution 10.2: *Modus Operandi for Conservation Emergencies* requested that the Secretariat identify UN agencies, IGOs, NGOs, industry and other relevant agencies that may be able to respond to emergencies affecting migratory species and their habitats, and to include NGOs in an emergency response group ^[83]. Ongoing NGO support was acknowledged in Resolution 10.3: *The Role of Ecological Networks in the Conservation of Migratory Species* ^[84], Resolution 10.7: *Outreach and Communication Issues* ^[85] and Resolution 10.10: *Guidance on Global Flyway Conservation and Options for Policy Arrangements* ^[86]. NGO support was sought in Resolution 10.22: *Wildlife Disease and Migratory Species* ^[87] and in Resolution 10.15: *Global Programme of Work for Cetaceans* ^[27] and interest in increasing NGO contributions to the work of the convention was further acknowledged in Resolution 10.9: *Future Structure and Strategies of the CMS and CMS Family*, Resolution 10.21: *Synergies and Partnerships* and in the Annexes to Resolution 10.5: *CMS Strategic Plan 2015–2023* ^[62, 88, 89]

Throughout the ten CMS CoPs, NGOs have been consistently included in the call for contributions to the CMS Trust Fund.

Such acknowledgement and increasing inclusion are a strong and positive signal (especially for legal scholars), but in reality has not translated into more direct and systematic involvement, nor NGO contributions being considered more routinely. As with many things when put into practice, the relationship between CMS and the NGO community is more complicated than what is formally articulated through CMS CoP decisions. NGOs still find their relationship with the CMS Family to be ad hoc, and with significant key discussions closed to them.

NGOs and CMS Advisory Groups

One area where NGO involvement in the CMS agenda has been valued is in the various ongoing and ad hoc advisory groups. This has been an important avenue for close and effective cooperation between the CMS Family Secretariats and experts within the NGOs community. In some instances NGOs now provide coordination and technical support of Advisory Groups to various agreements, and again this provides ongoing cooperation between CMS agreement Secretariats

and regional experts within the NGOs community.

While there are a number of examples that could be drawn upon, the *Scientific Task Force on Avian Influenza and Wild Birds* is a useful illustration in that a trusting relationship pre-existed between the CMS and AEWA Secretariats and key NGOs that allowed this Scientific Task Force to form a swift, energetic and joint response to a critical and emergent issue. Through the Scientific Task Force, the CMS Family, NGO scientists and other experts successfully challenged a misguided public assumption that migratory birds were the primary vectors of avian flu. This mistaken thesis initially had huge public traction because it was backed by powerful commercial and public interests, which did not wish to accept that farming and trading methods were the main cause for generating and spreading the deadly new strains of flu. Because of the CMS Family leadership the Scientific Task Force gained credibility and the argument was won as a cooperative effort.

This example serves to illustrate the potential of closer involvement if the right trust dynamic can be institutionally created.

NGO Responses to the CMS Agenda

Building on the first *CMS Civil Society Dialogue* session, interviews were conducted between July 2012 and April 2013, to capture a broad set of perspectives from the NGO community as well as the view and perspectives of CMS and CMS agreement Secretariats and other closely related IGO and Q-NGOs Secretariats. Although the questions asked of each group were similar (see Annex B and Annex C), it is not surprising that the predominant focus of the NGO and Q-NGOs had a similar theme, while CMS, CMS agreement and IGO Secretariats carried a different, all-be-it complimentary resonance. The following section seeks to capture these views and is directly drawn from Annex B.

The NGOs that participated in this Review are from a 'broad church'. They include: medium sized sustainable 'hunting' and 'use' NGOs focused on wildlife and habitat conservation as well as threat mitigation and who also reflect the views and objectives of many small, local groups and communities; small, medium and large national and international NGOs focused on wildlife and habitat

conservation as well as threat mitigation; and medium and large international animal welfare NGOs, who focus on the 'welfare' of individuals and populations of animals as well as broader habitat conservation and threat mitigation, and also reflect the views and objectives of many small and local groups.

It must be said that even daring to draw such broad generalisations does a disservice to the complex and interwoven nature of the international NGO community, many of whom could be categorised as one, two or all three of these groups depending on the issues they are working on, or on the wildlife and regions in focus. NGOs reflect the richness of civil society, encompassing broad views of the general public, small communities, scientists, landowners, farmers, foresters, hunters and fishers and often across political, cultural and language boundaries. At times, many of these NGOs will work in formal coalitions with each other towards common goals. At other times there will be a definite division of views. None-the-less, the constant with them all is that they are non-governmental and exist to take forward the views and objectives of their supporters, however these are constituted.

Each of the NGOs that participated in this review did so with the conscious objective of providing their perspective to the CMS Family. All were aware of or interested in CMS. All have wildlife or biodiversity conservation as a core interest or focus of their work. They are broadly what could be called wildlife NGOs and as such the explanation of the interviews can be taken to hold appropriate relevance - this Review is based on data from an informed and interested collection of wildlife related NGOs, and not a random capture from the broader NGO community. All believe that the CMS Family is important. All want to see the CMS Family be as effective as it can be.

NGO PRIORITISATION OF THE CMS AGENDA

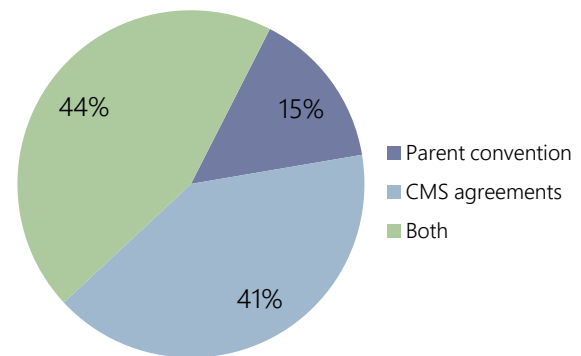
One of the first questions asked, sought to determine how the CMS Family was perceived, and if the 'parent convention' or one or more of the 'CMS agreements' was predominant in the NGO respondent's mind.

Of the significant number of NGOs that participated in the direct interview process (29 of which have statements presented in Annex B), 15 percent focused mainly on the parent convention, 41 percent on one or more of the CMS agreements, and 44

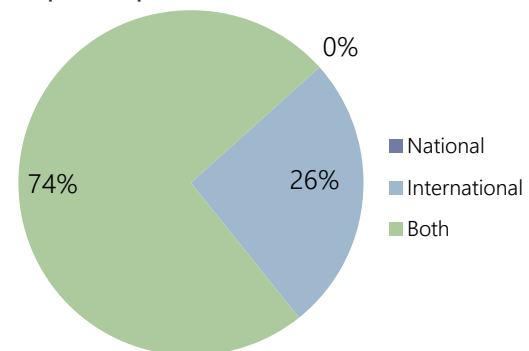
percent a combination of both (see Graph 1: Involvement focus).

When asked where NGOs perceived that CMS specifically 'delivered implementation', 26 percent said they considered the CMS Family as a means to focus international implementation only, whereas the majority of 74 percent considered the CMS Family as a means to focus both national and international implementation. No-one considered CMS as delivering only national implementation (see Graph

Graph 1: Involvement focus



Graph 2: Implementation focus



2: Implementation focus).

The next important element to understand is how much NGO time is devoted to the CMS Family. The percentage of time NGOs spent deliberately or intentionally focussed on CMS compared to other MEAs is particularly interesting. Each NGO was asked to estimate the time that their conservation related staff and/or volunteers (including those involved in science, research, policy, legal, public communications or advocacy) spent working on CMS related activities - activities that were designed or delivered deliberately to contribute to or influence CMS or a CMS agreement, including attending CMS related meetings. They were specifically asked to not include administrative, fundraising or other non-conservation work areas. Their responses were grouped into priority percentages.

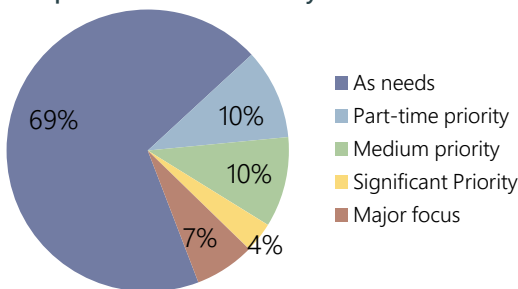
The overwhelming majority of NGOs that were interviewed said that their organisation's

conservation related staff and/or volunteer time was dedicated to CMS on an 'as needs basis' (which for most equated to less than 10 percent of their conservation related work time). 10 percent placed CMS related activities as a medium priority (25-50 percent of their conservation related work time) and 7 percent placed CMS related activities as a major focus (see Graph 3: Time 'intentionally' on CMS).

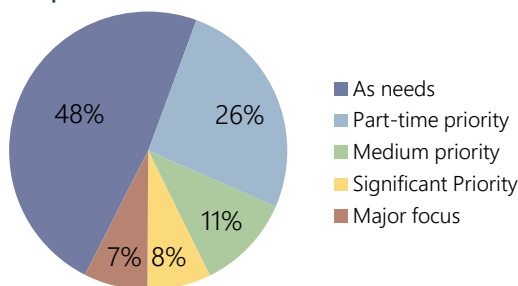
When contrasted against how much of their organisation's conservation related staff and/or volunteer time was focused on one or more of the other MEAs or RFMOs, 26 percent said that they spent time on other MEAs and RFMOs on an 'as needs basis'. 11 percent placed other MEA or RFMO related activities as a medium priority (25-50 percent of their conservation related work time) and 7 percent placed other MEA or RFMO related activities as a major focus (see Graph 4: Time on other MEAs and RFMOs).

Most NGO respondents identified at least two other MEAs or RFMOs that they worked on, and often they highlighted as many as six other MEAs or RFMOs.

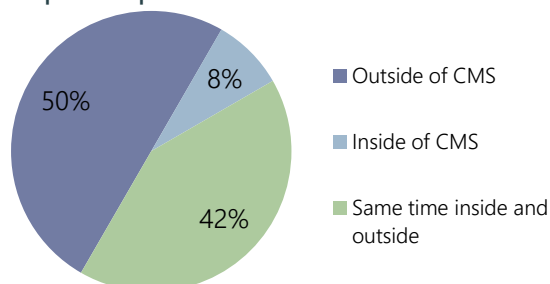
Graph 3: Time 'intentionally' on CMS



Graph 4: Time on other MEAs/RFMOs



Graph 5: Emphasis of time



These are listed in broad grouping (acronyms are provided at the front of the Review):

International	Regional	Other mechanisms and initiatives
CBD	Berne	
CITES	Cartagena	
UNCCD	CCAMLR	East Africa
FAO and COFI	CCSBT	Sustainability
IMO	COMIFAC	Watch Network
IWC	EU Birds Directive	REDD+
Ramsar	EU Habitats	IUCN
SCPOP	Directive	IUCN Species
UNCLOS	GRASP	Survival
UNESCO / WHC	IATTC	Commission
UNFCCC	ICCAT	SPAW Protocol
UNGA	IOTC	World Council of
UNISDR	NAFO	Churches
WHO	NEAFC	
	OSPAR	
	WCPFC	
	WHMSI	

Of the total number of contributors, 50 percent spent more of their conservation related work time focused outside of the CMS Family than within it, 42 percent thought the balance was about even, and only 8 percent thought they spent more time focused on CMS than they did on other MEAs or RFMOs. Only a few NGOs worked exclusively on CMS and did not spend any time on other MEAs or RFMOs (see Graph 5: Emphasis of time, next page).

Anecdotally, it was apparent through this Review process that the extent to which NGOs focused considerable time and attention beyond the CMS Family was perhaps not well understood by governments or the CMS Family Secretariats. An impression has existed in some quarters that the NGOs that were seen at CMS CoPs or CMS agreement meetings were dedicating the majority of their of their conservation related work time for the CMS Family. This impression has not been supported by this Review process and reveals that the CMS Family may not understand the breadth and depth that NGOs can bring to an issue. If they were more fully aware than they might be able to draw upon this vast workforce more effectively.

The reasons given for the decisions about time allocation or prioritization are also worth noting. While a few NGOs stated they have enjoyed a historical involvement with CMS and that they deliberately tuned their work to the convention, the majority of respondents spent more organisational time and resources on other MEAs or RFMOs. The reasons given for this time allocation or prioritization can be captured into three broad themes.

CMS'S PERFORMANCE ASSESSED AGAINST OTHER MEAs

Some NGOs identified that they had longstanding, historical involvement in other conventions, and so there was a natural affinity for keeping these MEAs or RFMOs in focus. Other NGOs suggested their reasons were based on a perception of CMS value. In these cases CITES, CBD, Ramsar and some of the RFMOs were seen as providing more tangible conservation outcomes. Some NGOs commented that other MEAs, in particular CBD, were tracking closer to where the international debate was currently focused – for instance CBD has a big focus on financing mechanisms and economic aspects of biodiversity, but CMS has not yet registered within this agenda and doesn't have much engagement on this issue. Similarly, some NGOs have been frustrated that CMS has not engaged more with core marine policy areas such as high seas biodiversity conservation or migratory corridors across or within ocean basins. Some also felt that CMS occasionally replicated other MEA work, but didn't bring anything new. An example of this would be CMS focus on wildlife trade issues (core business for CITES) instead of wildlife habitat loss.

Some NGOs felt that the CMS Family has been too weak in international negotiations to represent the CMS Family case and press for respect of CMS's authority and leadership role for migratory species.

Many NGOs identified CMS's comparatively low public presence as a factor that made increasing NGO work in the CMS's direction difficult to manage. This is an important point to consider, given that NGO activities are largely supporter and donor funded, and that public awareness plays a major role in donor behaviour.

Finally, a few NGOs felt their competencies were better recognized in other conventions and that because of this they were more able to contribute effectively. This factor leads to the next grouping of reasons given for activity prioritisation.

RELEVANCE WITHIN THE CMS WORK PROGRAMME

A number of NGOs mentioned that despite their efforts, CMS had not been forthcoming with any tangible suggestions for how they could help support the CMS work programme.[§]

For many of the larger NGOs, programme priorities are governed by long-term internal planning, and based on internal assessments about the extent to which a convention adds value to those plans. In these planning process assessments are made about what can be accomplished, what can be enforced, what species are covered and if a clear message can be being developed through the process that the public can understand. With a few notable exceptions, the CMS Family has not systematically developed programmes and plans that are cognizant of these dynamics (although, it must be acknowledged that this is now underway within the Strategic Plan Working Group).

Local NGOs, in developing regions, specifically identified a problem of having to work through government agencies as a barrier to their greater involvement.** Some of these NGOs felt that governments were not inclined to take NGO efforts into consideration. This is especially problematic in regions where government capacity on CMS work is often low and communication can be difficult to maintain.

FUNDING FOR NGO ACTIVITIES RELEVANT TO CMS

The final grouping of reasons given for the internal decisions about time allocation or prioritization relate to funding. Specifically, the lack of NGO, government and donor

[§] *There is an overriding qualification to this statement. CMS has approached NGOs on many occasions for funding, including repeated requests for funding through CMS Resolutions. This is not what is being considered in this Review when referring to NGOs 'contributing'. The possibility of NGOs funding significant areas of CMS activity needs careful consideration. Many NGO supporters would not wish their funding to be spent on UN agency administration or on government activities without significant reciprocal conservation gain. An open discussion should be held to determine what the mutual arrangement for such funding might be, and what reciprocal expectations are appropriate. For the purpose of this Review, therefore, NGO funding of CMS activities is not considered as a means of 'contributing'.*

^{**} *This is with specific reference to Article VII, 9 (b) of the convention*

funding for wildlife conservation activities that are relevant to CMS was a significant factor for many.

For local NGOs there are very real issues about capacity and basic support. For a number of the larger NGOs, climate change and deforestation issues are established 'fund generators' and therefore are important avenues through which to pursue general conservation efforts. CMS has not evolved these areas sufficiently to use as a legitimate hook for donor fundraising.

A number of NGOs voiced that the CMS agenda was not responsive to the new donor trend for funding activities that must focus on development and human welfare. It was mentioned a number of times that CMS does not appear to advocate its case with the donor community nearly as effectively as CBD and CITES, and that NGOs are powerless to overcome significant barriers to secure conservation funding on species issues that relate to CMS. For some NGOs that chose not to participate in the Review, this was the reason given – CMS is not currently 'donor relevant'.

The Review then turned attention to how well the CMS Family worked together and was self supporting. A question was asked about 'coherence' within the CMS Family and between CMS and other MEAs and RFMOs. This sought to explore if discussions and activities progressed in one area are systematically and consistently reflected and respected in other areas. Many felt that there could be much more coherence in the CMS Family - that coordination between the various agreements, in particular, appears low. For some NGOs the species lists, recommendations and action plans seem inconsistent. A number of NGOs identified little coherence between CMS and domestic governance. A few NGOs felt that the coherence was sufficient, but they also acknowledged that they focused on a specific agreement and its relationship to the Parent convention.

In terms of coherence between the CMS Family and other MEAs or RFMOs, many felt that references are made to activities that CMS has completed, but less is reflected about the decisions CMS Parties make and how these might influence other processes.

Many NGOs commented that, at times, it is NGOs that are overtly making connections more so than governments. While this perspective would need to be tested, a number of NGOs mentioned that it seemed rare for a CMS decision to impact the decision of another MEA, and that government departments seem more inclined to isolate CMS and CITES decisions from each other.

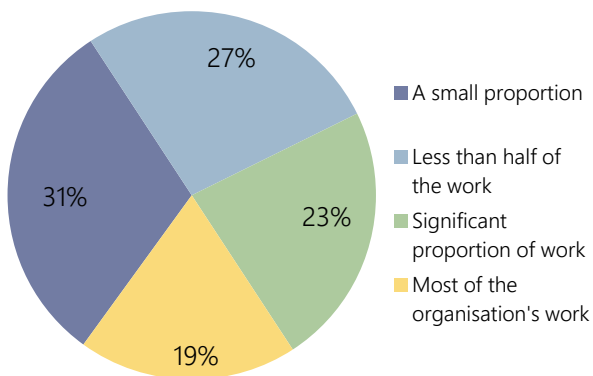
It was noted by a few NGOs that MEA Secretariats are getting better at talking to each other, but this has not yet translated into coherence. Most of the time, reporting between MEAs is passive. Where communication has become more active it has mostly focused on defining the borderlines between MEAs rather than actually having MEAs reflect into and influence each other. In most cases the MEAs being used as examples were CMS, CITES and CBD. For instance, CBD has recognized CMS, but the recognition needs to be 'filled with life'. Decisions of CMS and CMS agreements need to be taken through, discussed and then influence the outcomes of CBD. It was clear through the interview process that this point of coherence was also a factor influencing NGO commitment to CMS compared to other MEAs.

When the NGOs were asked if their conservation related work time in relation to CMS had changed, or might change in the future, a significant majority indicated that their focus on CMS was or would be increasing. A smaller group thought it had or would stay the same and a few suggested it had or might decrease. This rosy future could be biased simply by the question having been asked, but given the honesty of the other answers, and a common qualification given - that future involvement would depend on the direction CMS takes - it is fair to see this majority response in a positive light and an indicator that CMS is growing in importance.

Perhaps the most important indicator for the CMS Family to consider is the time NGOs are dedicating to work that relates to CMS, but is not done intentionally for CMS or even with CMS Family awareness. When asked how much of their conservation related work time was focused on issues that relate to CMS, but that were not conducted intentionally within the CMS framework, 42 percent (19 + 23) identified that a significant proportion of their work (greater than 50 percent of their time) was related but not done for the benefit of CMS.

These responses indicate there is significant room for the CMS Family to benefit from existing NGO activity with better communication and coordination,

Graph 6: Related work outside CMS



let alone benefit from an increase in attention.

The 42 percent that indicated that more than half of their existing work related to CMS, but wasn't done for CMS, is also reflective of NGO perceptions of their involvement in the CMS Strategic Plan 2006-2011, with the vast majority saying they had not had any involvement or engagement with the plan, and only a small group suggesting limited input.

Almost all respondents, formally or anecdotally, said it was unlikely that CMS knew the full extent of their activities. A few commented that when they did submit reports of their work, or suggestions for forward collaboration, they often received no response. On the flip side Secretariats felt that NGOs could better communicate their activities so that the CMS Family might be better able to highlight their work (although this would reinforce the adhoc relationship). However, most NGOs felt there was little incentive, at present, to take the time to report in more detail because their efforts are not formally recognised or reflected. It would seem that there is a willingness to communicate and report more if Secretariats can find a way of formally reflecting and using the information, but reporting is only one part of the equation. NGO contributions also need to be valued.

NGO EXPERTISE ON SPECIFIC ISSUES

NGOs have fostered and developed considerable expertise in a range of areas, and many try to make this expertise available to the CMS Family as the opportunity arises.

A number of NGOs already have a strong track-record of providing important technical expertise to the CMS Family. However, a number of NGOs

commented that their expertise is not being effectively drawn upon. The areas that NGOs considered were under-utilised by the CMS Family can be roughly grouped into four areas.

TECHNICAL EXPERTISE

Specific NGO expertise areas identified during the Review include scientific knowledge and assessment; research on migratory species; scientific data and interpretation of this data; threat abatement knowledge or training; knowledge about trade; various forms of legal advice; networking and knowledge about what researchers/institutions might be good contacts for specific agreements.

ON-GROUND WORK IN SUPPORT OF CMS

NGOs are also well placed to facilitate on-ground work in support of CMS objectives, and currently do so in some cases. However, a significant proportion of this work is unrecognised and NGO offers to increase their involvement are not being developed by CMS.

The types of conservation work included international project delivery (including funding), habitat protection models; the relationship to the Reducing Emissions from Deforestation and Forest Degradation mechanism (REDD+) and NBSAPs; the development and management of wildlife corridors, particularly transnational corridors.

OUTREACH

The NGO community is also well placed to extend CMS's outreach if systematic and specific objectives can be identified. NGOs suggested they could: help CMS to connect to wider networks of civil society; engage in general public outreach, including community environmental education, especially in developing regions; help facilitate better collaboration between CMS and other MEAs (Ramsar was specifically identified in this instance); and help raise the level of awareness about the connections on wildlife work between regions.

LOCAL POLITICS

The final area where NGOs felt they could

usefully contribute more was in reinforcing and building understanding of the synergies between MEAs at a local community level as well as a national government level, and in providing support to CMS and governments for decisions to be better implemented at the national level. However, this would once again require systematic and specific objectives to be identified by CMS.

NGOs WITH CMS PARTNERSHIPS

A comment was raised during a few of the direct interviews about the value of 'Partnership' with CMS and similar sentiments were expressed in a few of the online survey responses. Some NGOs sought Partnerships with CMS with the expectation that they were to be a resource to be drawn upon for advice and technical support, when in reality they have found the Partnerships to have little tangible meaning. CMS Family Secretariats sometimes draw upon expertise, although for the most part such approaches are instigated by the NGOs themselves. A number of Partners indicated that they could provide more, but that they needed to see: better communication about what the CMS priorities areas are; greater strategic short-term and long-term coordination of the delivery or work areas; and more consistent, timely and well planned approaches to CMS NGO Partners for support and assistance. They were hopeful that the new 2015-2023 Strategic Plan would provide the CMS Family Secretariats with sufficient mandate and direction in these areas.

Beyond the CMS Secretariat engagement, however, there is almost no in-country call for input or support from the CMS NGO Partners.

NGO RESPONSES SPECIFICALLY ABOUT CMS AGREEMENTS

A slightly different set of data was also captured through an online survey, which specifically focused on CMS agreements and not the parent convention (see NGO Questionnaire, Annex B, page 90). 50 NGO responses were received in total, and while this number might seem high, it should be noted that these comments extend over 23 separate agreements and therefore do not represent the same depth of data as was collected in the first series of interviews. That said, the responses offer another perspective and bring forward some additional useful information. Parts of the online

survey responses are woven into the general assessment above, but the following agreement-specific details are worthwhile highlighting.

Most respondents to the online survey reported having focused on specific CMS agreements for a long period of time - many since the agreement was first formed. They all indicated a level of ongoing and detailed commitment that included delivering conservation activities, using the forum for political influence, using the forum for scientific communication, and for some agreements providing support to the Secretariat in various forms. This was variously the case for ACAP, ACCOBAMS, AEWA, ASCOBANS, Bukhara Deer, Dugong, EUROBATS, Gorilla, Monk Seal, Sharks, Pacific Cetaceans, Raptors, Saiga Antelope, Siberian Crane, Slender Billed Curlew, South Andean Huemul, West African Aquatic Mammals and West African Elephants. NGOs reporting their length of involvement with IOSEA indicated their involvement was on an 'as needs basis', but these respondents also indicated a level of ongoing and detailed commitment.

The majority of respondents felt that conservation progress (related to implementation by Parties and Signatories) was acceptable, but could be better for the agreement they focused on. AEWA, Bukhara Deer, IOSEA and Raptors were highlighted by some as being strong and effective – meaning that the NGO respondents considered that these agreements were providing a tangible route for conservation progress. However, this should be weighed against the same responses for implementation by the Parties and Signatories. Gorilla, West African Aquatic Mammals and West African Elephants were identified as not delivering much conservation progress, with some comments expressing disappointment in their progress.

Respondents felt that, in the main AEWA, ACCOBAMS, IOSEA, Raptors and Saiga Antelope, were adaptive to new and emerging threats. ASCOBANS, Bukhara Deer, Dugong, EUROBATS, Monk Seal, Pacific Cetaceans, Sharks, Siberian Crane, South Andean Huemul, were identified as less flexible in relation to new and emerging threats. Once again, Gorilla, West African Aquatic Mammals and West African Elephants were each identified as inflexible to new and emerging threats, but this may also be because these agreements are comparatively inactive.

Implementation by Parties and Signatories was considered acceptable, but could be better for ACAP, AEWA, Bukhara Deer, EUROBATS, IOSEA,

Monk Seal, Raptors, Sharks, Saiga Antelope, Siberian Crane, South Andean Huemul and West African Aquatic Mammals. Implementation by Parties and Signatories was considered low for ACCOBAMS, ASCOBANS, Dugong, Gorilla, Pacific Cetaceans and West African Elephants. It should be noted that this is a subjective assessment and based on the impression of the NGO respondents, not an objective analysis of data on the implementation record of these agreements. However, it indicates an area that these CMS agreements may wish to look at more specifically - consistent, transparent and objective reporting of actual implementation progress. It should also be noted that there is considerable implementation progress for ACCOBAMS, ASCOBANS, Dugong, Pacific Cetaceans that is not being carried out by the Parties and Signatories.

A number of respondents commented that leadership is lacking for some of the agreements and that there is considerable potential for the agreements to deliver more, especially in developing regions. Another comment came forward to say that the long standing agreements should be routinely reporting their progress, but that national reporting did not provide enough objective information, but instead was often used by Parties and Signatories to list various activities carried out without any assessment of how, if at all, these activities contributed to conservation progress. Because the necessary and objective assessment is usually missing, it has been difficult for NGOs to be effective in contributing to areas still in need of support.

A few noted that this general lack of transparency in reporting meant that NGOs were forced to ask about progress and were subsequently placed in a more adversarial role than was necessary.

CMS FAMILY SECRETARIAT PERSPECTIVES ON NGO INVOLVEMENT IN THE CMS AGENDA

The level of and perspectives about the involvement of NGOs with CMS and CMS agreements obviously differ across the CMS Family and between CMS and the NGO community. The following section seeks to capture some of the CMS Family Secretariat's views

about NGO involvement with and commitment to the CMS agenda and is directly drawn from Annex C. Again, this information has benefited from a strong, but not exhaustive, response from Secretariats to a series of questions and then adapted when further feedback was received. In this vein, two specific, detailed comments came voluntarily forward from the Secretariats for Raptors and for Dugong. These agreement statements are represented, unedited and in full at the end of this section, with only very minor stylistic changes to conform with the remainder of the Review.

From a Secretariat perspective, it appears the NGOs involved in avian conservation are still the most active groups in the CMS Family. The second most active grouping of NGOs are those involved in marine species. The avian emphasis likely stems from the creation of AEWA 15 years ago and that agreement's foundational role in establishing the relevance of trans-boundary/migratory conservation as an issue. The AEWA project was such a large and symbolic one that it probably tipped the balance towards avian focused NGOs in the early days of the convention, especially with the concept of 'flyways' and trans-global avian migrations taking hold in the policy community's psyche.

Although the ACCOBAMS, ASCOBANS, as well as the turtle and pinnipeds agreements had existed for some time, CMS's more recent creation of the cetacean agreement in the Pacific Islands, aquatic mammals agreement in West Africa and the global sharks agreement has seen a significant increase in the involvement of marine wildlife conservation NGOs in the CMS Family. The marine wildlife focus has been more regional in nature with a greater focus on trans-boundary policy efforts.

It seems that with a few notable exceptions, including the Sahelo-Saharan Antelopes Action Plan and the Saiga Antelopes agreement, the relevance of CMS and CMS agreements to terrestrial wildlife NGOs has not been so apparent. Terrestrially focused NGOs are involved with CMS to an extent, but usually with a specific agreement interaction in mind and little or no engagement with the broader CMS Family. Often these NGOs have pre-existing programmes of work that they are invested in and perceive CMS's activities as secondary to their own.

THE NATURE OF NGO INVOLVEMENT

The level and involvement 'style' of NGOs with CMS and CMS agreements is quite varied. CMS and

some CMS agreements perceive very active involvement of a few NGOs between and during key meetings, whereas for other agreements this involvement is robust and can encompass between 10 and 15 different NGOs. In other cases there are 2 to 3 significant NGO players consistently tracking and progressing agreement work, especially where the CMS agreement is filling a niche where only a few NGOs are operating. Some agreements reported that there was a significant level of engagement that preceded the agreement's final negotiation and these NGOs have remained involved. In specific regions Secretariats are conscious that key stakeholders in non-CMS Range States are often NGOs and in these cases there is a conscious objective to work directly with these NGOs to achieve agreement related progress.

There is also a layer of involvement that is attached specifically to activities within working groups, with NGOs leading these working groups in a few instances. These can be different NGOs to those who attend the political meetings. For at least one agreement (AEWA) the involvement of NGOs in the work of the Technical Committee is stipulated by Agreement text (Art. VII, para. 1). Other agreements have made formal decisions to have NGOs convene standing Technical Committees on their behalf (such as the Pacific Cetaceans MoU). For the most part, however, NGO involvement in CMS agreements is driven by individual NGOs.

A few agreements maintain an active level of engagement with contact lists that contain significant numbers of NGOs. They regularly communicate with these lists concerning meetings, published reports, updates from working groups and other related information (in one case the list includes 50 NGO contacts, another list includes close to 1000 individuals/organisations). One agreement hosts a Projects Database that tracks about 100-150 NGO/projects.

Many Secretariat respondents indicated that the trend of NGO active involvement is gradually increasing. For newer agreements this increase is faster, except in regions where few NGOs are active or where those NGOs are already engaging actively with CMS agreements. For one agreement, that has a very dynamic and involved programme of work, the volume of NGO input is increasing relative to the progressive expansion of the activities of the agreement.

However, for CMS and most of the older CMS agreements, NGO involvement appears to have

been retained at a stable level, all-be-it low level compared to CBD or CITES. A few of the older agreements reported a gradual decrease. The reasons for decreasing involvement seem to be related to changes in the priorities/projects of previously involved NGOs, or else because key individuals within NGOs leave their roles within their organisations, and the role is not handed on to others. In these instances, the NGO as a whole seems to fail to see the importance of the agreement, and the Secretariat is forced to re-recruit the NGO.

In contrast to the perspectives given in the NGO interviews, CMS and some CMS agreements reported consciously approaching NGOs for specific services and for advice on specific issues. Such issues range from developing documents and reports that have been requested through formal processes such as international reviews, conservation guidelines, agreement Action Plans and Single Species Action Plans (SSAPs), through to helping build the case for governments to accede to the agreement. Some agreements rely on NGOs to develop technical advice or to run formal projects such as on-ground research or as coordinators of adopted SSAPs. In a few cases, CMS agreement coordination is directly supported by, or delivered by, NGOs.^{††}

Some agreements very clearly and openly rely on their NGO community for technical and coordination support and feel they have very effective and transparent means of seeking, coordinating and reporting this support. Other agreements appear to accept support on a more adhoc basis, except when asking for fundraising support. It is possible that NGO support of CMS and CMS agreement could increase (beyond merely asking for fundraising support) if Secretariats were able to articulate a clearer idea of what type of support could be offered by the NGO community.

NGOS OPERATING OUTSIDE OF THE CMS FAMILY

A few CMS agreements experience considerable NGO activity that works parallel to the agreement, but not through the agreement. While this work undoubtedly contributes to over-all conservation success, in these instances there seems little conscious intent on the part of the NGOs to work collectively. At times this work crosses over and

^{††} In these instances the NGO responses would come forward as Secretariats, and not as NGOs

inadvertently contributes to the agreement's progress, but for the most part, in these cases, it appears that NGOs are choosing to work outside the CMS agreement frameworks. One agreement reported that NGOs had recently convened a consultation forum on an agreement related issue without even notifying or involving CMS.

Opinion was divided about if there were less visible aspects of NGO involvement that would benefit from being drawn into agreement activities, but this divide also corresponded with the level of NGO engagement in specific agreements as well as the age of the agreement. Secretariat respondents commented that where NGOs were facilitated to be direct players within the agreement (i.e. without a need to operate through other institutional players as it can be the case in other contexts), their input was directly visible, respected and valued. Although, there was also comment that ad-hoc input is not always reported and so might be slightly less visible than the NGO might prefer, although this situation was felt to be understood and accepted by the NGO community.

In other cases there is simply not a mechanism that has been endorsed by Parties for reporting NGO activity, and therefore Parties remain unaware of the support and contribution being provided by the NGO community. A number of the Secretariats are aware of NGO frustration about this situation.

Correspondingly, there are many opportunities that the NGO community is not taking up, such as using agreement communication mechanisms to profile their work or consciously and systematically aligning work programmes with agreed CMS and CMS agreement action plans. In other cases, Secretariat respondents considered that NGOs may perceive competition from the agreements (as if they are other conservation NGOs doing the same thing as their own programmes) which is an unfortunate misunderstanding about agreements as inter-Governmental bodies.

It is clear that there is considerable activity within the NGO community on various species, but because NGO awareness is low and many NGOs don't interact with CMS or its agreements only a fraction of this work is directly benefitting CMS's objectives. A few of the agreements are surrounded by many active NGOs that have little interest in using the CMS instruments, and while they might be very actively engaged in closely related conservation work, they see little reason to work through the CMS agreement to secure political engagement.

NGO AWARENESS

The view about the level of awareness that exists in the NGO community was very different across the different agreement Secretariats. Not surprisingly, those with a high level of NGO participation felt that awareness was good. Those who had less NGO involvement felt that awareness could be better. Many felt that increasing NGO awareness would be beneficial to enhance on-ground implementation of species conservation initiatives, because of the presence and influence that this could generate at a national level.

Some respondents suggested that CMS and CMS agreements would benefit from increased involvement of NGOs in non-Party Range States to motivate broader participation in meetings and intersessional work.

Some Secretariats felt that NGOs saw CMS and international meetings as ineffective. There was an impression that NGOs didn't understand the benefit of working through CMS or CMS agreements, or how to use the agreement processes to progress conservation.

NGO participation was clearly dependant on the availability of funds within the NGO community itself and that where greater local NGO involvement might be beneficial, these NGOs have been often absent from processes for financial reasons.

Some Secretariat respondents reported that there is a misunderstanding within parts of the NGO community that CMS and CMS agreements are NGOs themselves dedicated to financially support scientific activities, rather than the inter-governmental and political bodies that they actually are. Perhaps as evidence of this the comment was made by a few Secretariat respondents that where 'collaboration rules' or 'plans' exist, the NGO community has also been inconsistent in abiding by these plans or rules, and then misunderstands when their activities are not supported or reported. It is possible that well financed NGOs have not prioritised involvement in CMS because of this fundamental misunderstanding about the inter-governmental nature of CMS and CMS agreements.

IMPEDIMENTS TO GREATER NGO INVOLVEMENT

It is clear that some NGOs are far more effective than others but this is frequently directly related to the level of resources at their disposal and

leadership within the organisation.

Some Secretariat respondents thought that NGOs should become 'strategic implementers' applying for grants and running programmes specifically for agreements. Where this was voiced, they also felt that CMS and CMS agreements should stand in support of NGO commitments to facilitate implementation, providing the necessary inter-governmental connections to build success.

While some NGOs are active in following-up and promoting effective implementation at the national level, many are not. In an ideal world, both governments and NGOs alike would view agreements as a road map to help guide their national/local activities, so that they: contribute collectively to the objectives that are spelled out in the agreement's action plan; provide data to authorities with tailored recommendations for conservation; and engage in strategic lobbying of non-Party range states to join agreements.

The suggestion was made that perhaps this could be enhanced by developing joint work plans with NGOs with a strong mutual interest. Another comment came forward that perhaps asking NGOs to increase their reporting of their own contributions at a national level and through to the agreement would be appropriate. An observation worth adding at this point is that some NGOs already have well developed joint work plans with different aspects of the CMS Family (some with CMS agreements and some with the parent convention), as was envisaged in CMS Resolution 9.6, but the development of these types of plans has not been consistently applied, nor are all the plans of equal depth, detail or effectiveness.

AGREEMENT STATEMENT: DUGONG AGREEMENT

While the text of the Dugong agreement does not explicitly refer to the NGOs, the Dugong agreement has benefited significantly from working with NGOs (international as well as national/local) since it entered into effect in 2007. In particular, the Dugong agreement has engaged NGOs to help facilitate on-ground communications with governments and other regional and local/community stakeholders. NGOs have shared their extensive networks of government and other (including local community) contacts with the Dugong agreement Secretariat to facilitate effective partnerships for implementing agreement activities. NGOs have also acted as

National Coordinators (e.g. in Africa and Asia) to facilitate the efficient and effective development of the Global Environment Facility (GEF) Dugong and Seagrass Project. The Dugong agreement also uses the expertise and extensive networks of NGOs to facilitate on-ground support for its projects and to help facilitate logistics (e.g. funding, equipment, personnel, training, and coordination) to achieve project outcomes. In addition, to providing technical expertise on-the-ground, NGOs are represented on the Dugong agreement's technical advisory group (four NGOs).

The development of this beneficial relationship with NGOs is ongoing and has reciprocal benefits for NGOs and the Dugong agreement's implementation in general. The Dugong agreement Secretariat leverages its available funding as seed funding and seeks donors to contribute as partners to its projects. In this way, NGOs have an opportunity to be intricately involved in the implementation of actions to conserve and manage dugongs and their seagrass habitats. The visibility of NGOs is enhanced through their participation in Dugong agreement activities. For example, their involvement as Project Partners in the Dugong agreement's GEF Dugong and Seagrass Project and other activities will boost their visibility with United Nations' programs, such as the United Nations Development Programme (UNDP) and UNEP. In addition, the Dugong agreement funds NGOs that are active in the implementation of the conservation and management plan to attend the Signatory State meetings, which also heightens their visibility.

Dugong agreement activities (e.g. the GEF Dugong and Seagrass Project and those under the Dugong, Seagrass and Coastal Communities Initiative) support the implementation and achievement of biodiversity conservation and poverty reduction targets at national and regional levels by contributing to targets in national (e.g. NBSAPs and National Dugong Strategies and Action Plans), regional (e.g. Dugong Agreement Conservation and Management Plan, UNEP Regional Seas Programmes), global (e.g. Convention on Biological Diversity Strategic Plan for Biodiversity (2011-2020) including the Aichi Biodiversity Targets), plans and programmes. NGOs find the Dugong agreement appealing because the agreement and the Conservation and Management Plan provide a context for NGO's work on the ground at the national level which contributes to the country's implementation of the Conservation and Management Plan at national, regional and global

levels. This also gives their work added legitimacy in that country and/or region. It can also be a tool for leveraging additional financial and other resources that contribute to their work and support implementation.

One area where there could be an opportunity to gain feedback from NGOs on their implementation of the Dugong agreement Conservation and Management Plan, where none currently exists, is in national reporting. Currently only governments complete National Reports as an input into Signatory State meetings. Providing NGOs with an opportunity to contribute information on their country-level activities either as part of the countries' National Reports or as a supplementary report would provide a comprehensive way to measure implementation of the Dugong agreement Conservation and Management Plan while providing visibility to their contributions.

The support of the Signatories of the Dugong agreement to make amendments to the agreement text to explicitly refer to the role of NGOs will be sought at the next Meeting of Signatory States scheduled in 2016.

AGREEMENT STATEMENT: RAPTORS AGREEMENT

NGOs, particularly the network of BirdLife International in-country partners and affiliate organisations, and a number of specialist raptor conservation groups, played a critical role in supporting the initial development of the Raptors agreement. They actively contributed to the original feasibility study commissioned by the government of the United Kingdom to explore the idea of a CMS instrument covering migratory birds of prey in Africa and Eurasia. Moreover, in total 23 NGOs and IGOs were present at the two elaboration meetings held in 2007 and 2008, when the Agreement was finalized and signed.

Section 27 of the text of the Raptors agreement states that *"Inter-Governmental and international and national non-governmental organisations may associate themselves with this Memorandum of Understanding through their signature as Cooperating Partners, in particular with the implementation of the Action Plan in accordance with Article VII, paragraph 9 of the Convention on the Conservation of Migratory Species"*. Currently, three co-operating partners have signed the Raptors agreement (CMS Secretariat, BirdLife International

and the International Association for Falconry and Conservation of Birds of Prey). One of them has described the Raptors agreement as presenting *"a significant opportunity for governments, combined with suitable cooperating private organizations, to combine their commitment to preserve birds of prey throughout their ranges in Africa and Eurasia"*.

The Coordinating Unit of the Raptors agreement has been actively working with NGOs on a range of initiatives, for example:

- Saker Falcon Task Force (STF): major inputs from both the bird conservation community and falconers. Several NGOs will attend the STF Stakeholders' Action Planning Workshop in Abu Dhabi in September 2013. The Raptors agreement will sponsor attendance by representatives from some NGOs, because their role is considered important for the success of the Workshop.
- An NGO (The Bulgarian Society for the Protection of Birds) has been contracted to develop in-country fieldwork capacity in five countries in North-East Africa specifically associated with the endangered Egyptian Vulture (*Neophron pernopterus*). The Bulgarian Society for the Protection of Birds and other NGOs are investigating the locations and wintering ecology of the species to try to identify the reasons behind the dramatic population declines in recent years.
- The GEF/UNDP/BirdLife supported project, Migratory Soaring Birds Project (<http://migratorysoaringbirds.undp.birdlife.org/en/content/home>): Most species covered under the Migratory Soaring Birds Project are listed in the Raptors agreement so there are obvious synergies to be developed. The Migratory Soaring Birds Project aims to integrate the conservation of migratory birds (crossing the Red Sea/Rift Valley region) into key sectors of society in 11 countries along the flyway – agriculture, energy, hunting, tourism and waste management. The CMS Birds of Prey Programme Officer serves on the Regional Steering Group for this Project.

The important role of NGOs in assisting Signatories to implement the Raptors agreement was re-affirmed at the 1st Meeting of Signatories (MoS1) in December 2012, as the mechanism to appoint Co-operating Partners was streamlined and their role

clarified. The following roles are envisaged:

- a) To actively support and promote the implementation of the Agreement and its objectives, and in particular, the Action Plan;
- b) To report back to each MoS on activities carried out in collaboration and/or support of the Agreement, and in particular the Action Plan;
- c) To consider establishing joint or collaborative work plans or projects with Signatories and/or the Coordinating Unit; and
- d) To attend and participate at sessions of the Meeting of Signatories as an Observer.

NGOs can play a critical role in providing high quality and cutting edge technical advice and guidance to CMS. Signatories to the Raptors agreement have appointed a Technical Advisory Group (TAG) to guide and support the implementation of the Action Plan which forms part of the Agreement text. Due to their position as the IUCN nominated Red List authority on birds, BirdLife International has been granted a permanent position on the TAG.

The Coordinating Unit has noted a significant variation in the standing of NGOs in different Signatory and Range States. In some, NGOs are recognized by the governments as true partners with a shared goal of securing raptor conservation. Unfortunately, in others, there appears to be little or no communication between the governments and NGOs and in a few there seems to be a high level of distrust between the parties. Clearly there are challenges and potential conflicts of interest between governments and NGOs so these relationships are rarely straightforward. Wherever possible, CMS has a role, in this case via the Coordinating Unit of the Raptors agreement, to promote the shared conservation goals and to encourage at least some level of cooperating between governments and NGOs.

NGOs are a significant and skilled resource to support both Signatories and the Coordinating Unit in delivering effective implementation of the Agreement. In almost all cases, the goals of the Raptors agreement are shared with the NGO community, and partnerships are imperative to address the myriad of threats faced by migratory birds of prey in the modern world.

ESTABLISHING A PATH FOR CONVERGENCE

This Review has collected together a breadth of comment and perspective, in particular from the NGO community, but is also informed by the IGO community, including the CMS Family Secretariats.

Some of the comments will be obvious to individuals who have been closely involved in the CMS agenda for some time - comments that are often spoken, but rarely written. Perhaps this is the greatest value that can be offered through this process – an articulation of what many already know so that we can collectively draw a line in the sand and move forward with constructive suggestions.

The differing perspective between NGOs and the CMS Family Secretariats about the nature of NGO involvement is interesting. A few additional comments may provide some ideas as to why the two come from such variant perspectives.

On face value it is easy to presume that the level of NGO involvement in CMS agreements is aligned with the age of an agreement; with an expected influx of NGOs at the time of the agreement's creation that steadily declines over time, leaving a more permanent core group of committed NGOs involved in the longer-term. Some commentary has also suggested that low levels of NGO interest in some of the CMS agreements might be linked to the emerging trend for CMS to negotiate non-binding instruments, rather than agreements with binding provisions and stand alone Secretariats.

However, the Review's findings do not support either of these presumptions. AEWA is one of CMS's oldest agreements, yet has one of the strongest records of sustained NGO involvement. The relative commitment of the NGO community to two other of the older agreements – ASCOBANS and EUROBATS – is drawn from a comparatively small NGO pool (ie NGOs focusing on small cetaceans in the Baltic, Irish and North Seas or NGOs focusing on bats in Europe) yet is also consistent and strong over time. Whereas some of the newer agreements have failed to attract a strong initial NGO showing (such as West African Elephants or Gorillas) in the same evolution period as agreements who boast some of the strongest levels of NGOs involvement of any agreements in the CMS Family (such as Sharks). Certainly, some of the NGO community do indicate a bias towards focusing their efforts on binding

instruments, especially those NGOs with long-standing involvement in the work surrounding CITES, but this view does not dominate the NGO community and so is probably only a small element in play. Indeed, one of CMS's more successful initiatives from an NGO perspective is for Sahelo-Saharan antelopes, which is not an agreement but actually an action plan. The geography and the wildlife in focus also might play a role in both attracting and maintaining NGO involvement, but even a few of the newer 'charismatic' agreements are falling into the group with a lower level of NGO buy-in.

CMS is most successful at working with NGOs when CMS offers something that is unique and is progressive – for instance global coverage of a species with a conservation focus or an active political process where conservation implementation is apparent.

NGOs also see more promise where there is solidity of processes. NGOs have expressed concern about the trend for CMS to negotiate agreements and then step-back while they gain momentum, without establishing the framework (dedicated Secretariat staff, meetings, science process, action plans and budgets) and processes for this momentum to build. All inter-governmental agreements need processes to facilitate, monitor and report on implementation progress, and for this progress to be recognised. Without these processes inter-governmental agreements can easily flounder.

NGOs understand that they must commit to participate before and during the CMS processes to raise the profile of species issues (threats, species conservation status, linkages to other MEAs, the impacts of other decisions etc) and to influence these discussions and accords. They know that they may be needed for on-ground implementation support, and many of them prepare for this by seeking funding and close working relationships with governments. These are the ways they currently measure their involvement. But their long-term commitment is always hinged on an assessment of how much conservation progress is made between meetings. They hope that progress will be reported and assessed, but often find that it is not. In these cases their assessment is a simple one – have threats

been reduced and/or has the species conservation status been improved?

When they voice frustration with continuing their involvement in the CMS agenda, it is because they perceive a lack of government commitment to engage in implementation, for instance on-ground conservation work or the necessary legislative changes to follow through with the accord. In these cases NGOs will reassess their 'involvement'. This is exacerbated when the work they do between meetings is either invisible to the process or not used to progress the next set of priorities.

On the other hand, many Secretariats measure their results in terms of number of meetings or working groups held and for the timely production of documents and reports. They have an understandable emphasis on the administration of CMS or the CMS agreement they are responsible for. Consequently, when they consider levels or types of NGO commitment they see it through this lens, measuring the number of NGOs attending meetings or assisting in the production of documents or contributions to working groups that facilitate government deliberations. However, only a few Secretariat respondents reflected NGO contributions to conservation progress as part of their measure of involvement.

An important common thread expressed by both NGOs and Secretariat respondents was that there was not enough awareness about CMS both within governments and the NGO community. The sentiment was expressed a few times that if NGOs believe CMS is not relevant to them and they reflect this signal to governments, those governments will feel correspondingly less pressure to attend to CMS commitments. The CMS Family's strength is eroded.

The other concern they shared related to the comparatively greater government attention paid to CBD and CITES, who both have trade/economics to influence participation and draw interest. This is a more difficult issue for CMS to overcome because the CMS process lacks the 'dynamic tension' inherent in CITES and CBD. The comment was made, more than once, that more tension usually corresponds to greater awareness and more serious consideration.

However, despite some negative sentiments being expressed, it is important to recognise that NGOs are interested in CMS and want to contribute in a more meaningful way. The sheer number of NGOs who participated in this Review is a measure that should not be ignored. NGOs see promise in the CMS Family, and want to see it flourish.

TOWARDS A COLLABORATIVE APPROACH

'Collaborative governance' arrangements can and do extend governmental resources, develop new solutions, and increase implementation. NGOs are prepared to engage at a deeper and more committed level if the right dynamic can be created.

The NGO community needs to perceive a clear programme of forward work for the CMS Family that they can engage with and contribute to, as well as a clarification of the Secretariat's role in particular relating to raising funds for conservation.

NGOs speak of their commitment being tied to real or perceived conservation results. They judge the value of CMS and CMS agreement based on implementation of the commitments made by governments, not the number of meetings that have been held or plans that have been developed. Where meetings are held they want to see CMS and CMS agreements, both facilitate inter-governmental discussions about progressing conservation priorities, including the necessary structure and budget to facilitate the implementation, as well as a tangible assessment of implementation progress.

In building an active dialogue and building trust (which includes mutual transparency and accountability) NGOs need to find a way to inform/report on their activities so that CMS can profile their work more effectively, but equally, the CMS Family needs to find ways of communicating the value of this NGO work to their governments so that efforts made by NGOs are considered relevant and are appropriately respected.

It is important that NGO commitments can be codified and seen as a contribution against an agreed plan, so that governments can recognise the value, and build this work more fully into the progression of the agreement. With such measures in place mutual commitment and shared understanding can be developed.

A NATURAL AFFILIATION RECOMMENDATIONS

While worth articulating at this early stage, it is fair that the 'collaborative governance' suggestions brought forward in this Review are a long-term project. In the shorter term, the following series of initial, tangible Recommendations are brought forward for further consideration by the CMS Family

as a first step to a discussion that must continue within the NGO community as well as between NGOs, and the governments and Secretariats of the CMS Family.

Noting that CMS Resolution 10.9: *Future Structure and Strategies of the CMS and CMS Family* ^[62] "... Urges Parties and institutional bodies of the CMS and invites UNEP and relevant stakeholders to contribute to and/ or undertake activities identified in [the Future Structure and Strategy Activities Categorized as short-, medium- or long-terms priority for action]", A Natural Affiliation's recommendations are presented with corresponding Future Suture and Strategy priorities to provide context and demonstrate how closely thinking between Governments and the NGOs community is actually aligned.

1. GAINING TRACTION FOR THE CMS AGENDA

Increasing respect and recognition of CMS's global authority and leadership in conservation of migratory species should be a priority. This includes developing a means for the CMS agenda to be more seriously taken on board by governments. Some NGOs felt that the CMS Family has been too weak in international negotiations and has not engendered respect of CMS authority and leadership role for migratory species. Active measures to attend to and promote the convention's track record of implementation would help to reinforce this authority.

NGO Recommendations gain better traction for the CMS agenda include:

- 1.1. CMS representatives attending key meetings with a strong, visible agenda and providing consistent political advocacy into other MEAs and international processes. This also includes ensuring that CMS's relevance in emergent discussions is profiled, such as the economics of biodiversity or high sea marine biodiversity to ensure CMS remains relevant.
- 1.2. Hosting regular, high level, CMS Family ministerial meetings to help profile the CMS agenda within government departments, to increase intra-governmental coordination and to increase the relevance of the CMS agenda for non-Parties such as China, Japan, Russia, Brazil and the United States of

America.

- 1.3. Developing a CMS budget that provides core funding to pursue implementation strategies, including the implementation of CMS agreements.
- 1.4. Providing education and support of government officials in key regions to understand the CMS agenda and increase implementation, possibly by providing similar to the training provided to CITES Parties or the recent UNEP Division of Environmental Law and Conventions/UNEP Regional Office for Africa/UNEP World Conservation Monitoring Centre training for Francophone Africa identifying indicators and integrating CMS and CITES objectives into National Biodiversity Strategies and Action Plans (NBSAPs).
- 1.5. Promoting activities in the field and on the ground that are designed to increase CMS's relevance, including investing in greater awareness and engagement across stakeholders, beyond those who attend meetings.
- 1.6. Ensuring that there is a balance of profile between species and habitats activities so that CMS can be appropriately acknowledged as an implementing agent of biodiversity policy
- 1.7. Securing CMS's North American presence and considering a Brussels based CMS presence.

2. INCREASING IMPLEMENTATION

Implementation was a priority issue for most NGOs that participated in the Review. Many NGOs highlighted that CMS needs a monitoring and evaluation process that defines and tracks the main benchmarks for the convention's work. Some organisations suggested that CMS needs a legally enforceable peer review mechanism (compliance regime).

NGO Recommendations to increase implementation include:

- 2.1. Exploring the creation of a peer review mechanism, such as a committee to enable concerns about poor

implementation, or about activities that are in direct conflict or contradiction with the decisions taken to be formally discussed, while retaining a focus on consensus rather than conflict.

2.2. Streamlining reporting of CMS and CMS agreements into one system.

2.3. Developing an evaluation process that draws information from the whole CMS Family and also formally includes NGO contributions.

2.4. Building the culture of evaluation of government obligations to strengthen CMS. A first step of this might be tightening progress-reporting requirements for CMS Family Parties and Signatories.

improve efficiency. Advocating shared national committees for more integrated delivery and reporting, noting that this will require greater collaboration between the MEAs and their plans.

3.5. Making better use of task forces or technical expert panels, and ensuring the progress and contributions of these task forces and panels is fully understood.

3.6. Investing in more strategic presentation of the website, ensuring greater access to information, better use of mapping technologies.

3.7. Investing in greater remote access to CMS and CMS agreement meetings to increase broader participation of CMS agreements, governments and NGOs, through video conferencing.

3. MAKING THE MOST OF THE UNIQUE CMS ARCHITECTURE

The CMS Family offers unique attributes by providing for high level policy discussions (through the CMS CoP) as well as detailed and region specific species actions plans and activities coordinated through agreements.

NGO Recommendations to make better use of the CMS architecture include:

3.1. Strengthening the CMS agenda to influence and contribute to key components of the CBD and CITES plans so they adequately reflect CMS priorities and needs; by focusing on facilitating deliverables that increase levels of on-ground implementation, especially in making better use of CMS's trans-boundary/inter-governmental negotiation abilities. CMS agreements can make use of regional 'edges' that have great conservation impact.

3.2. Increasing strategic cohesiveness across the CMS Family, where the agreements' priorities and outcomes are milestones within the Convention's overall strategy.

3.3. Consolidating the reporting of CMS Family activities to highlight the importance of the CMS architecture.

3.4. Coordinating reporting with other MEAs to

4. BETTER INVOLVEMENT OF NGOS

There is significant scope for NGOs to provide specific types of implementation activity (scientific, technical, practical, local, popular, capacity-related, etc) especially where priority taxonomic or geographical gaps are identified or capacity building is needed in developing regions. NGOs would welcome a more structured and systematic long-term approach to joint planning (and evaluation) of their contribution to CMS implementation.

This will require NGOs to develop mechanisms to inform/report on their activities so that CMS can profile their work better, as well as CMS and CMS agreement Secretariats communicating the value of this work to their Parties and Signatories so that efforts made by NGOs is seen as relevant and respected. It is important that NGO contributions are codified and accepted as a contribution against an agreed plan, so that Parties or Signatories can recognise the value, and build this work more fully into the progression of the CMS agenda. At present, only a fraction of NGO CMS-related activities are reported into CMS processes.

NGO Recommendations to more strategically involve NGOs include:

4.1. Convening a regular NGO forum to discuss:
 a. priority areas and invite or solicit NGO formal contributions;

	<ul style="list-style-type: none"> b. progress on CMS Family implementation; c. profile of the CMS agenda in other MEAs; and d. education of the NGO community about the CMS agenda and CMS processes.
4.2.	Developing a dialogue to foster strong and lasting relationships between governments and NGOs towards implementing conservation priorities decided by CMS.
4.3.	Developing a mechanism to enable NGO facilitated work to be formally and consistently reported across the CMS Family. This would provide a more accurate picture of CMS progress.
4.4.	Codifying key advisory roles in the Scientific Council and inviting NGOs to fill these roles.
4.5.	Exploring formalised models for NGO involvement in CMS processes such as Ramsar's 'International Organisation Partners'.
4.6.	Creating a formalised NGO orientated role to act as a focal point for NGOs to assist them to understand the CoP process, what the Resolutions mean, how the political flow of the convention works and how best they can access and become involved in the process.
4.7.	Making processes, meetings and information more routinely accessible to a wider group of NGOs through better use of web and communication technologies (ie cloud sharing, online information management systems). In particular, making meetings more routinely accessible through video conferencing.
4.8.	Considering strategic engagement with the CMS agreement Partners to act as an informal surrogate for regional representation on broader CMS issues.
4.9.	Considering strategic engagement with local NGOs to provide capacity building expertise in key regions.
4.10.	Allowing national NGOs the same access to the CMS process as international NGOs,

	by reconsidering the constraints detailed in CMS Article VII, 9.
4.11.	Utilizing the close link and cooperation between many international and national NGOs to facilitate intermediate partners to "translate" CMS priorities into national action.
4.12.	Utilizing NGO legal and policy expertise in the development of discussion documents and strategies, to strengthen CMS's policy and law work.
4.13.	Reviewing the NGO Partner agreements to ensure there is a reciprocal benefit established through a work programme between each NGO and the CMS Secretariat and that this programme progress is reported to CMS Parties.

5. DEVELOPING PRIORITY ACTIVITIES

A number of NGOs felt that a strategic appraisal of where the convention can make the most difference is needed to identify and highlight priority work areas. Some NGOs commented that they would like to see CMS messaging more overtly encompass habitat, including the development and management of transnational wildlife corridors, to clearly articulate CMS's role in the context of other conventions such as CBD, CITES and the various RFMOs. NGOs, especially those with established research programmes, are also interested in engaging in work that it is directly relevant to CMS and CMS agreements. However, this requires CMS to identify priority activities that scientific institutes and researchers are able to draw upon for setting their priorities and seeking funding. Similarly, if short, medium and long term policy priorities were set and NGOs were invited into the planning for how to take issues forward, it would increase the NGO buy-in and contribution to CMS and CMS processes.

NGO Recommendations to develop priority activities include:

- 5.1. Assessing extent to which CMS:
 - a. agreement activities are meeting CMS objectives and targets and identify gaps for specific species or issues, that can be promoted to the NGO research or policy community for support;
 - b. Is addressing habitat conservation for

- listed species, including the development and management of wildlife corridors, particularly transnational corridors; and
- c. policy is being reflected in other key MEAs and identify gaps that can be promoted to the NGO research or policy community for support.

5.2. Developing a series of priority activities that draw upon these three assessments (5.1. a, b and c above).

5.3. Plan for agreements or action plans to be developed for each of the listed species so that appropriate conservation focus and detail can be maintained where it is needed.

5.4. Establish processes and culture of more frequent interactions with technical or scientific experts on research progress, perhaps by creating more frequent interaction of technical experts and scientists to maintain contact and keep workflow moving - through the Scientific Council Workspace as well as CMS facilitated web conferencing. This would mean that the big face-to-face meetings are more efficiently used.

These Recommendations, unmistakably put from an NGO perspective, are both useful for their own sake, but also as an important indicator of the pulse of the NGO community concerning the CMS Family.

They reflect the depth of consideration NGOs are giving to the CMS agenda, and provide some initial insight into where greater and more meaningful contributions might be possible.

They explore what is already a *Natural Affiliation* with a strong potential to further develop the role of NGOs in the CMS Family.

ANNEX A: THE CIVIL SOCIETY DIALOGUE

THE 1ST CMS CIVIL SOCIETY DIALOGUE

21st November 2011 (CMS CoP10)

In the margins of what was generally felt to be a significant and at times historic 10th Conference of the Parties (CoP10) for Convention on Migratory Species (CMS), the Migratory Wildlife Network & Friends of CMS convened a well-attended *Civil Society Dialogue*.

The aim of the Dialogue was to begin a process of discussion among civil society (non-Governmental Organisations (NGOs), wildlife scientists and wildlife policy specialists) about the CMS agenda. The views expressed during the Dialogue can be captured in the following statements:

1. Often civil society – mostly in the form of NGOs – are the implementers and sometimes even to the coordinators of work under the convention and its agreements. This contribution could be better developed and deployed across all the CMS agreements.
2. Communities and NGOs can provide fuel for decision makers. However, NGO programmes are often, by necessity, localised. Efforts at this level can quickly become scattered. If facilitated properly, CMS could usefully pull these activities together.
3. Most CMS agreements are poorly linked to other Multi-lateral Environment Agreements (MEAs), and consequently NGOs often find their agreement focused work is not reflected in the policy developments of other fora – either by CMS or Governments.
4. In addition to the well-integrated technical expertise of Birdlife International and Wetlands International, better use of the extensive and important technical expertise, such as the IUCN Specialist Groups and the IUCN Red List, should be an important priority for CMS going forward.
5. Achieving the targets set in the Nagoya Strategic Plan will require coordinated decision making. There are significant possibilities for CMS to function on that higher political level. Coordinated NGO support will be an important aspect of this.
6. CMS lacks direct leverage mechanisms like, for instance, the Convention on International Trade in Endangered Species (CITES) trade restrictions. Further thought should be applied to developing mechanisms to promote national implementation of decisions taken during CMS CoPs and agreement meetings.
7. There is no current mechanism for NGO involvement in CMS and CMS agreements to be formally and consistently reported to CMS Parties (as a measure of implementation, rather than simply support) in a structured and measurable way, while there is great potential for increasing these roles and for formalizing these technical and strategic relationships.

While NGOs are very concerned about the availability of resources and capacity for CMS agreements, it is interesting to note that the majority of their concerns surrounded the better use of NGO activities as a function of CMS. Better international policy delivery and better reflection of their implementation support would be necessary to increase NGO commitments to CMS.

The agreed meeting notes from the 1st *CMS Civil Society Dialogue* are available in full at:
http://wildmigration.org/pdf_bin/CivilSocietyDialogue1_F.pdf

ANNEX B: PERSPECTIVES OF NGOS

DIRECT INTERVIEWS WITH NGOS

While over 40 NGO interviews were conducted in the process of this Review, the following represents approved written statements on behalf of the named organisations.

ANIMAL WELFARE INSTITUTE

Interview with Susan Millward on 2nd August 2012

1. What is your organization's main expertise area/s?

Since its founding in 1951, the Animal Welfare Institute (AWI) has sought to alleviate the suffering inflicted on animals by people. In the organization's early years, our particular emphasis was on the desperate needs of animals used for experimentation. In the decades that followed, we expanded the scope of our work to address many other areas of animal suffering.

Today, one of our greatest areas of emphasis is cruel animal factories, which raise and slaughter pigs, cows, chickens and other animals. The biggest are in our country, and they are expanding worldwide.

Another major AWI effort is our quest to end the torture inflicted on furbearing animals by steel jaw leghold traps and wire snares. AWI continues its work to protect animals in laboratories, including promotion of development of non-animal testing methods and prevention of painful experiments on animals by high school students. Representatives of AWI regularly attend meetings of the Convention on International Trade in Endangered Species of Wild Fauna and Flora to fight for protection of threatened and endangered species. Similarly, we attend meetings of the International Whaling Commission to preserve the ban on commercial whaling, and we work to protect all marine life against the proliferation of human-generated ocean noise, including active sonar and seismic air guns.

AWI works to minimize the impacts of all human actions detrimental to endangered species, including the destruction of natural forests containing ancient trees, and pollution of the oceans destroying every kind of marine life.

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both? AWI hasn't explored CMS in detail to any great extent, but at this point the daughter agreements are more of a focus for the organization.

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both? AWI sees CMS as a tool to deliver national implementation and international implementation

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Very little at present

3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.c) Which other MEAs and RFMOs is your organization involved?	CITES, IWC, CBD, Cartagena and SPAW Protocol				
3.d) What has been the basis of the decision for this time allocation or prioritization?	Historically AWI has been engaged in CITES, IWC and the SPAW Protocol (since their inception or early years), so there is an affinity for remaining involved in these. A lack of capacity is probably what is preventing us extending beyond these conventions at present				
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	AWI involvement has not changed. It could perhaps grow slowly in the future, reflecting what is happening in other treaties, especially if CMS proves more beneficial				
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25% <input checked="" type="checkbox"/>	A bit less than half of our work 25-50% <input type="checkbox"/>	Significant proportion of work 50-75% <input type="checkbox"/>	Most of our work 75-100% <input type="checkbox"/>	
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure <input type="checkbox"/>	Not at all <input checked="" type="checkbox"/>	Limited input <input type="checkbox"/>	Moderately involved <input type="checkbox"/>	Significant input <input type="checkbox"/>
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	AWI's expertise on issues such as directed hunts for food and captive entertainment industry, knowledge on trade, as well as legal expertise about how treaties can be written and misused				
4.c) What would you want to see in the next CMS Strategic Plan?	Better NGO involvement early in the process				
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)					
5.a) Does the CMS Family appear to work well together?	N/A				
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	N/A				
5.c) Are CMS decisions taken reflected into other MEAs?	Yes. There are references to activities that CMS has completed, but less about the decisions CMS Parties make and how these might reflect on other treaties				
6. How might CMS improve?					
6.a) How would your organization increase the effectiveness of CMS?	CMS should attend key meetings with a strong and visible agenda CMS is generally considered to be a fairly weak convention, so attending to and promoting the convention's track record of implementation would be helpful				
6.b) Would this result in an increase in the involvement of your organization?	Yes				
6.c) Would this result in an increase in the involvement of other NGOs?	Yes				

ASSOCIATION BURUNDAISE POUR LA PROTECTION DES OISEAUX

Written submission from Dieudonné Bizimana, 28th August 2012

1. What is your organization's main expertise area/s?

Association Burundaise pour la protection des Oiseaux (ABO) is specialized in birds and conservation of their habitat

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?					
2.a) Do you focus on the mother convention, on the daughter agreements, or both?	On the daughter which AEWA and our action consist mainly on of celebration of the World Migratory Bird Day through awareness raising				
2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both?	Both, but CMS looks a week instrument				
3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?					
3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	In Burundi, CMS is almost not known by the public compared to other important MEAs such as CBD, Ramsar, CITES. This is probably due to the limited capacity of the country focal point				
3.c) Which other MEAs and RFMOs is your organization involved?	CBD, Ramsar Convention, CITES, East Africa SusWatch Network, AEWA Accord				
3.d) What has been the basis of the decision for this time allocation or prioritization?					
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	Limited, but increasing compared to the past				
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%	
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	See above, the instrument is almost unknown in Burundi				
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure	Not at all	Limited input	Moderately involved	Significant input
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	We presume we were not involved in the plan development				
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	Research on migratory species et data sharing, awareness raising on the importance and link with MEAs				
4.c) What would you want to see in the next CMS Strategic Plan?	A sound means of implementation and consistent awareness campaign especially for developing countries				
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)					
5.a) Does the CMS Family appear to work well together?	No concise idea on this				
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	No concise idea on this				
5.c) Are CMS decisions taken reflected into	To some extent				

other MEAs?

6. How might CMS improve?

6.a) How would your organization increase the effectiveness of CMS?	ABO could work mainly on awareness raising towards the ratification of the AEWA Accord first ABO also intend to advocate for the integration of migratory species considerations into national biodiversity strategies and action plan currently under review with the support of UNEP funds
6.b) Would this result in an increase in the involvement of your organization?	Yes
6.c) Would this result in an increase in the involvement of other NGOs?	Yes

BENIN ENVIRONMENT AND EDUCATION SOCIETY

Interview with Maximin K Djondoon 6th August 2012

1. What is your organization's main expertise area/s?

Benin is a treasure chest of species, but in recent years its rich biodiversity has been disappearing at an alarming rate. A major cause for this decline is the eradication of natural forests through indiscriminate illegal logging, which destroys the habitats of indigenous animals, birds, and insects and threatens their survival as species and contributing to massive CO2 emissions so, the mission of Benin Environment and Education Society is to rehabilitate and improve the indigenous biodiversity of Benin wetlands system to the benefit of local communities and districts, as well as national and international stakeholders, through practices that are financially sustainable, environmentally and culturally responsible, and politically acceptable

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both?	We focus on both. Our focus is specifically on law reform for bird and manatee protection in mangrove wetlands.
2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both?	From BEES perspective, CMS focuses mostly on international implementation

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Since 2008 BEES has worked closely with the AEWA, and also now on West African manatee.					
3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
It's the same way we are working to conserve biological diversity (CBD) as one of our mots programme is also the conservation of the Red Bellied Guenon in Benin					
3.c) Which other MEAs and RFMOs is your organization involved?	Ramsar, CBD, REDD+, CITES less so, and also IUCN				
3.d) What has been the basis of the decision for this time allocation or prioritization?	As a national NGO, having to work through a Government can be a barrier to greater involvement. Capacity is often low and communication can be difficult to maintain. As there is not formalisation of NGO role, Governments often don't				

	take into account the efforts of NGOs. It would be better to allow national NGOs access to CMS without such a barrier.										
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	N/A										
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	<table border="1"> <tr> <td>A small proportion < 25%</td> <td>A bit less than half of our work 25-50%</td> <td>Significant proportion of work 50-75%</td> <td>Most of our work 75-100%</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table> <p>It is unlikely the CMS knows about most of our work</p>	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%								
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?											
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	<table border="1"> <tr> <td>Not sure</td> <td>Not at all</td> <td>Limited input</td> <td>Moderately involved</td> <td>Significant input</td> </tr> <tr> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </table>	Not sure	Not at all	Limited input	Moderately involved	Significant input	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not sure	Not at all	Limited input	Moderately involved	Significant input							
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	Our work on mangrove protection and carbon (REDD+) could be very useful for CMS migratory species habitat efforts										
4.c) What would you want to see in the next CMS Strategic Plan?	Discussions about how to evolve the small grant funding process to make it possible for NGOs to access these monies, without necessarily it being linked to Government membership. Funding should be linked to species listed on the Appendices Developing better mechanisms for NGOs to work directly with CMS										
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)											
5.a) Does the CMS Family appear to work well together?	It is difficult to assess from our perspective here										
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	Not sure										
5.c) Are CMS decisions taken reflected into other MEAs?	It doesn't appear so. At least not to a great extent										
6. How might CMS improve?											
6.a) How would your organization increase the effectiveness of CMS?	Find a way to better communicate the activities of CMS and agreements to regions Educate the NGO community to better utilize the CMS Work with NGOs to pass the message to communities for implementation Use NGOs to provide a direct dialogue between communities and CMS Make the relationship between CMS and NGO less formal										
6.b) Would this result in an increase in the involvement of your organization?	Yes										
6.c) Would this result in an increase in the involvement of other NGOs?	Yes										

1. What is your organization's main expertise area/s?

BirdLife International is a Partnership of 116 national conservation organizations and the world leader in bird conservation. BirdLife's unique local to global approach enables it to deliver high impact and long term conservation for the benefit of nature and people.

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both? Birdlife focuses on both the parent convention and a number of daughter agreements

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both? CMS is tool for delivering both national and international implementation

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Because of the nature of the Birdlife alliance this question is too difficult to estimate as a percentage, however, given Birdlife's focus the time commitment to CMS activities will be significant

3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Because of the nature of the Birdlife alliance this question is too difficult to estimate as a percentage. Because of the nature of the Birdlife alliance this question is too difficult to estimate as a percentage, but Birdlife probably gives more emphasis to Ramsar and CBD, but less on CITES

3.c) Which other MEAs and RFMOs is your organization involved? They include Ramsar, CBD, CITES, EU Birds and Habitats Directive, RMFOs, UNFCCC, Abidjan and Nairobi Conventions

3.d) What has been the basis of the decision for this time allocation or prioritization? The time allocation is based on the potential for conservation impact on the ground and the extent to which CMS can deliver on the ground (especially IBAs and threatened species conservation)

3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing? Birdlife's involvement with CMS has, if anything, increased, and we don't foresee it decreasing

3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Again, because of the nature of the Birdlife alliance this question is too difficult to estimate as a percentage. It is unlikely that the CMS Secretariat and Parties know the full extent of Birdlife's activities. Many BirdLife Partners will be working on CMS-related issues, including with their national Governments, but much of this activity will not be visible to CMS (or indeed often to the BirdLife Secretariat).

4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?

4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011	Not sure	Not at all	Limited input	Moderately involved	Significant input

... and what did it deliver for you?	<input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/>	Birdlife had some involvement in the development of the plan. The plan has not been especially instrumental in guiding BirdLife's engagement with CMS and its daughter agreements.
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?		We recognize that better utilization of Birdlife's expertise is a two way street, however effective communications between us could be could be developed more. At the national level, not all Governments are making full use of the support that BirdLife Partners can offer towards effective CMS implementation.
4.c) What would you want to see in the next CMS Strategic Plan?		A close alignment to the strategic plan of the CBD, including ensuring CMS objectives are included in NBSAPs, and a particular focus on achieving on the ground implementation, including by ensuring that national frameworks are in place to facilitate such implementation including in the context of NBSAP implementation.
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)		
5.a) Does the CMS Family appear to work well together?		The CMS Family functions, but there is room improvement including more communication between CMS and its daughters and a better overall team spirit throughout the whole family
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?		The translation of policy and decisions within the CMS Family could be better – see 5a
5.c) Are CMS decisions taken reflected into other MEAs?		The translation of policy and decisions to other MEAs could also be better, especially into the CBD and there is also scope to strengthen synergies with the Arctic Council's CAFF
6. How might CMS improve?		
6.a) How would your organization increase the effectiveness of CMS?		We would suggest that the parent convention might give some focus to being more joined up with its agreements We also think some emphasis needs to be given to CMS joining better with other MEAs, especially CBD And, we think that serious focus should be given to improved implementation on the ground (for instance Ramsar or CBD NBSAPS show more evidence on the ground of impact) With these areas addressed many other improvements would fall into place.
6.b) Would this result in an increase in the involvement of your organization?		Yes, especially the Birdlife Partners nationally.
6.c) Would this result in an increase in the involvement of other NGOs?		Yes. Especially if NGOs see funds arriving because of engagement, political will and activity on the ground.

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BOMBAY NATURAL HISTORY SOCIETY - INDIA

Written interview with Asad R. Rahmani on 26 July 2012

1. What is your organization's main expertise area/s?

Natural History, Conservation, Nature Education and Advocacy

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, Daughter agreements on the daughter agreements, or both?

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both? Both

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?

As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Mainly work on migratory species, flyways, waterfowl

3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)

As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Ramsar, CBD

3.c) Which other MEAs and RFMOs is your organization involved? None

3.d) What has been the basis of the decision for this time allocation or prioritization? Our main areas of focus are birds, Important Bird Areas, Ramsar Sites, Wetlands

3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing? Not directly involved but we work with the Government of India

3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?

A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

As we work with the Government of India, we do not deal directly with CMS

4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?

4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?

Not sure	Not at all	Limited input	Moderately involved	Significant input
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes? Wetland Work, identification of potential Ramsar Sites in India

4.c) What would you want to see in the next CMS Strategic Plan? Wetland Work, identification of potential Ramsar Sites in India

5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)

5.a) Does the CMS Family appear to work well together? Not sure

5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)? Not sure. No personal experience

5.c) Are CMS decisions taken reflected into other MEAs? Perhaps

6. How might CMS improve?

6.a) How would your organization increase the effectiveness of CMS? Work more with civil society and country NGOs

6.b) Would this result in an increase in the involvement of your organization? Yes

6.c) Would this result in an increase in the involvement of other NGOs? Yes

BORN FREE FOUNDATION

Interview with Will Travers on 2nd August

1. What is your organization's main expertise area/s?

The Born Free Foundation is an international wildlife charity working throughout the world to stop individual wild animal suffering and protect threatened species in the wild.

Born Free takes action worldwide to protect threatened species and stop individual animal suffering. Born Free believes wildlife belongs in the wild and works to phase out zoos. We rescue animals from lives of misery in tiny cages and give them lifetime care.

Born Free protects lions, elephants, tigers, gorillas, wolves, polar bears, dolphins, marine turtles and many more species in their natural habitat, working with local communities to help people and wildlife live together without conflict. Our high-profile campaigns change public attitudes, persuade decision-makers and get results.

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both? Born Free follows the CITES relationship with CMS that recognises both the mother convention and the daughter agreements

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both? From Born Free's perspective, CMS is primarily focused on international implementation

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Mostly on CITES

3.c) Which other MEAs and RFMOs is your organization involved? CITES, GRASP

3.d) What has been the basis of the decision for this time allocation or prioritization? The reasons are both historical and also because of where we see best impact. Born Free was as involved in CITES since 1989. CITES has much bigger impact on trade related issues, and so is a more natural fit for the organization than, for example, CMS.

3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing? The level of involvement is the same now as it has been in the past. Unless the Born Free resource base increases, and we could justify working on and resourcing our efforts on CMS, it is unlikely we will invest more time into the future

3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

As Born Free focuses on wildlife, a considerable amount of our work relates to CMS in some way (40%)

4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?

4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure <input type="checkbox"/>	Not at all <input checked="" type="checkbox"/>	Limited input <input type="checkbox"/>	Moderately involved <input type="checkbox"/>	Significant input <input type="checkbox"/>
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	Not directly, although the work of Born Free Partners might be provide useful contributions, for instance on marine turtles				
4.c) What would you want to see in the next CMS Strategic Plan?	Greater consideration given to developing comprehensive plans for species such as lions				

5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)

5.a) Does the CMS Family appear to work well together?	N/A
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	We don't see much evidence
5.c) Are CMS decisions taken reflected into other MEAs?	Not in a specific sense. Probably not. There is a serious intent from CITES to try and increase its relationship with other MEAs, but it is rarely explicit other than when the Secretariat reports on such activities. Governments really need to do much more to consider the hierarchy of MEAs and their inter-relationships.

6. How might CMS improve?

6.a) How would your organization increase the effectiveness of CMS?	N/A
6.b) Would this result in an increase in the involvement of your organization?	N/A
6.c) Would this result in an increase in the involvement of other NGOs?	N/A

7. Are there other comments about CMS you wish to make?

The MEAs that have been developed after CITES have not been able to impose the same level of international sanctions. Instead, they have been developed to operate with a more consensual approach. This is beneficial in some ways, but it also means that CMS, for example lacks some vigour and strength. There is no formal mechanism for censure (or sanction) if the rules or the agreements between Parties are broken. Correspondingly, there seems to be no formal mechanism to provide benefits for compliance either. Increasing the strength of CMS should be pursued if it can be shown to benefit the conservation agenda.

CONSERVATION INTERNATIONAL - MADAGASCAR

Written interview with Harison Randrianasolo on 24th July 2013

1. What is your organization's main expertise area/s?

Conservation of threatened taxa and its habitat

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both?	Daughter agreements: AEWa; Dugong MOU
2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both?	Both

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral

Environment Agreements (MEAs)?					
3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.c) Which other MEAs and RFMOs is your organization involved?	CDB, Ramsar, CITES, Nairobi convention, UNFCCC, REDD+				
3.d) What has been the basis of the decision for this time allocation or prioritization?	Funding				
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	Low				
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%	
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	We mainly give hand to the Ministry of environment and forest in Madagascar as needed for the AEWA also collaborate with the Ministry of Research for the Dugong MOU.				
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure	Not at all	Limited input	Moderately involved	Significant input
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	Biological rapid assessment; Redlisting				
4.c) What would you want to see in the next CMS Strategic Plan?	N/A				
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)					
5.a) Does the CMS Family appear to work well together?	Should be				
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	N/A				
5.c) Are CMS decisions taken reflected into other MEAs?	Yes				
6. How might CMS improve?					
6.a) How would your organization increase the effectiveness of CMS?	Participate in any debate related to migratory species in my country				
6.b) Would this result in an increase in the involvement of your organization?	Yes				

6.c) Would this result in an increase in the involvement of other NGOs? Possibly

DANUBE STURGEON TASK FORCE

Written interview with Cristina Sandu, 21st August 2012

1. What is your organization's main expertise area/s?

Sturgeon Conservation in the Danube Basin and Black Sea region.

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both? Mother Convention

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both? CMS could play an important role in both, national and the international implementation of sturgeon protection, considering the large scale of the required measures (Danube Basin and the adjacent Black Sea) and the high number of countries involved, part of them non EU member states, and hence, not obliged to comply with the EU environmental legislation.

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

We were just established and we are increasing our network to promote more sturgeon protection in the Danube Region.

3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Same as above.

3.c) Which other MEAs and RFMOs is your organization involved? Our organization includes members of different NGOs dealing with environmental protection such as the International Association for Danube Research (IAD), the World Wide Fund for Nature (WWF), the World Sturgeon Conservation Society (WSCS), research institutes, the International Commission for the Protection of the Danube River, etc. However, as DSTF was just established, we are still building our network.

3.d) What has been the basis of the decision for this time allocation or prioritization?

3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing? In the future, we would like to increase our involvement and contribute to the creation of an agreement on Danube sturgeon conservation (involving cooperation of Danube and Black Sea countries such as Turkey, Russia, Ukraine, that are non-EU member states).

3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

At the moment we are drafting the strategy to implement the program Sturgeon 2020 (based on the Sturgeon Action Plan, signed in 2006 under the Berne Convention), and part of the foressen

measures will interact with many existing conventions (CMS, Berne Convention, CITES), Habitats Dir., Water Framework Directive, etc.

4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?

4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure	Not at all	Limited input	Moderately involved	Significant input
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

We were established in 2012, but we would be happy to contribute to the future Strategic Plan.

4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	CMS could use the vast sturgeon expertise existent within our organization to foresee/elaborate future protective measures.
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4.c) What would you want to see in the next CMS Strategic Plan?	As habitats are vital for any species, more protection measures of natural habitats are needed (conservation of the migration corridors, restoration of migration routes). For endangered or critically endangered migratory species (according IUCN criteria), special conservation measures are required (eventually Action Plans for their revival).
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5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)

5.a) Does the CMS Family appear to work well together?	N/A
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5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	N/A
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5.c) Are CMS decisions taken reflected into other MEAs?	N/A
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6. How might CMS improve?

6.a) How would your organization increase the effectiveness of CMS?	We may contribute to create an agreement on Danube sturgeon conservation and eventually, with the support of CMS and the involvement of World Sturgeon Conservation Society and other large organizations, we may extend it at global scale (as unfortunately, these species are rapidly declining worldwide, mainly due to the loss of habitats and overexploitation)
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6.b) Would this result in an increase in the involvement of your organization?	Yes.
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6.c) Would this result in an increase in the involvement of other NGOs?	Most probably yes.
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EARTHMIND

Interview with Francis Vorhies on 1st August 2012

1. What is your organization's main expertise area/s?

Earthmind is a not-for-profit network of dedicated sustainability professionals. Since 2006, our Associates have been working in support of Earthmind's vision. Our Work focuses on the interface between business and biodiversity and on sustainable financing. We have particular strengths and experiences in monitoring and evaluation and in capacity building. Our Partners are organisations from the Private, Public and Non-Profit Sectors. Through working in partnerships with others, we aim to influence, encourage and assist these organisations in making prosperity sustainable. Our Associates have a diversity of expertise and experience enabling them to contribute to an array of sustainability programmes and projects.

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?					
2.a) Do you focus on the mother convention, on the daughter agreements, or both?	Mostly the mother convention, as one of the biodiversity related conventions				
2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both?	Both				
3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?					
3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
	50%-75% and CBD, 20% on Ramsar, 5% on CITES, 5% on Climate Change, 5% Desertification. Would like to do more on World Heritage				
3.c) Which other MEAs and RFMOs is your organization involved?	CBD, Ramsar, CITES, Climate Change, Desertification, POPs, ISDR, Ballast Water				
3.d) What has been the basis of the decision for this time allocation or prioritization?	Earthmind focuses on the economic aspects of biodiversity. CBD has had a big focus on financing mechanisms and there has been some outreach to and with other conventions, but CMS has not yet registered within this agenda, and doesn't have much engagement on this issues.				
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	Earthmind has remained very interested in seeing CMS grow, but further engagement into the future is dependent on the directions CMS takes.				
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Almost all of the work of Earthmind relates to CMS in some way.				
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure	Not at all	Limited input	Moderately involved	Significant input
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	The interaction of economics and business with biodiversity The whole topic of incentive mechanisms - economic incentives, engagement with the private sector strategically, working through how to operationalize part of the biodiversity convention can be actively addresses by corporations (impact assessments, activity planning) are all areas that Earthmind could contribute				
4.c) What would you want to see in the next CMS Strategic Plan?	CMS has an architecture that should be better used. A major focus for CMS should be making itself coherent with the CBD work plan. CBD is the larger convention and more conscious engagement with it would make sense. CMS has much to offer CBD, which is currently focused on policy, plans and meetings. Whereas what is needed most now is implementation. CMS can offer tangible priorities focused on species where things can be done, and be measured as done. In this light,				

CMS could contribute to the CBD work by focusing on facilitating Countries to focus on real deliverables and speed up implementation on the ground. This role would gain CMS greater access to various funding arms.

CMS's strategic vision could be about 'making things happening - mapping on the website, see the activity happening, see the NGOs activities as well - position CMS as the action orientated arm of biodiversity policy

CMS should consider becoming much more programmatically linked to CITES, especially in making better use of CMS's trans-boundary/inter-governmental negotiation abilities.

The Secretariat should be allowed to become more about servicing Parties to get on with the job, rather than servicing policy development.

5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)

5.a) Does the CMS Family appear to work well together? N/A

5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)? N/A

5.c) Are CMS decisions taken reflected into other MEAs? Not very well.

6. How might CMS improve?

6.a) How would your organization increase the effectiveness of CMS? Presentation of the website could become more informative by ensuring greater access to information, better use of mapping technologies.
CMS might consider physically relocating the office, or establishing a Geneva based contact point.
Giving greater focus the economics of biodiversity would also make CMS more relevant.
Find ways to get more stakeholders involved, including business.
Focusing the convention on species AND habitats - being strategic as an implementing agent of biodiversity policy

6.b) Would this result in an increase in the involvement of your organization? Yes, absolutely

6.c) Would this result in an increase in the involvement of other NGOs? Yes

7. Are there other comments about CMS you wish to make?

Institutionally, CMS might want to consider moving outside of UNEP. Perhaps set up subdivision within/co-location with IUCN. This would allow for an active relationship with the Species Specialist Programmes and parks and protected areas programmes within IUCN.

If there was more focused work on linking the CMS agenda to climate change, the blue economy, resourcing priorities and modalities for instance, there would be greater impetus for increased involvement.

As CMS is in Bonn, rather than Geneva it sits somewhat outside of the more well developed political and negotiation circles.

If CMS took Ramsar's lead and more actively in became an implementation convention to CBD, or other MEAs there would be much greater interests in involvement work in the field for habitat and species conservation.

1. What is your organization's main expertise area/s?

ECOCEAN encourages, facilitates, and undertakes world-class scientific research to provide important information and tools (data and software) to assist with 'best practice' management for conservation. The ECOCEAN Whale Shark Photo-identification Library is a visual database of whale shark (*Rhincodon typus*) encounters and of individually catalogued whale sharks. The library is maintained and used by marine biologists to collect and analyse whale shark encounter data to learn more about these amazing creatures. ECOCEAN also invest heavily in community education.

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both? The daughter agreements, and specifically the Sharks MoU - because this is where the organisation's expertise is most validly focused

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both? International implementation

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Low priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Low priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.c) Which other MEAs and RFMOs is your organization involved? None at this stage

3.d) What has been the basis of the decision for this time allocation or prioritization? ECOCEAN resources are restricted, which has meant that the organisation has chosen to invest primarily in research and public awareness /outreach as focused organisational priorities. As CMS has a comparatively low public presence, increasing work in CMS's direction is difficult to manage.

3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing? Historically ECOCEAN spent considerable time in support the developing of the CMS Sharks MoU. The organisation saw a great opportunity to provide input. ECOCEAN is currently investing less time on CMS, and is monitoring to see if the Sharks MoU gains traction before considering increasing the organisation's time investment again.

3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Most of our work related to CMS efforts but is not directed towards CMS. If there was greater benefit for the effort would invest a great deal more time in directly CMS related activities. At present, ECOCEAN feels there is more significant gain by directing energy in other directions

4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?

4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure	Not at all	Limited input	Moderately involved	Significant input
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	ECOCEAN's global whale shark monitoring programme is of direct relevance for CMS, yet is not being utilised by CMS or its processes. The programme has the ability to assess trends in populations numbers. This could be rolled out for other species as well. Another under-utilised strength of ECOCEAN is the organisation's promotion of the conservation message which helps all stakeholders to justify the time (and financial) investment in the Sharks MoU as well as growing a greater dialogue with the global community (and stakeholders).
4.c) What would you want to see in the next CMS Strategic Plan?	Greater awareness and engagement across stakeholders, beyond these who attend meetings
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)	
5.a) Does the CMS Family appear to work well together?	N/A
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	With the Sharks MoU small development within the CMS Family appears to translate, to a limited degree, but a lot more could be done
5.c) Are CMS decisions taken reflected into other MEAs?	The Sharks MoU does not appear to feature highly in any of the relevant RFMOs
6. How might CMS improve?	
6.a) How would your organization increase the effectiveness of CMS?	CMS effectiveness could be increased through broader stakeholder awareness and engagement (especially scientists), and by making CMS processes, meetings and information more accessible, perhaps by the better use of technology (ie online databases, web conferencing etc.)
6.b) Would this result in an increase in the involvement of your organization?	Yes
6.c) Would this result in an increase in the involvement of other NGOs?	Yes
7. Are there other comments about CMS you wish to make?	
Information needs to be much more transparently available. Funding for NGO around the world is extremely tight, which prevents many NGOs from investing the time to track activities to ensure involvement. However, ECOCEAN recognise that it so important to maintain the facility for civil society to participate, and hence we must remain involved. The success of the Sharks MoU is a significant step, but achieving the agreement is a starting point only. There is a lot of conservation work now to be done.	

ENDANGERED WILDLIFE TRUST

Interview with Harriet Davies-Mostert on 17th August 2012

1. What is your organization's main expertise area/s?

The Endangered Wildlife Trust (EWT) was established in 1973 and fills the key niche of on-the-ground conservation action. Our specialist programmes and large team of skilled field staff are deployed throughout southern Africa and focus on applied fieldwork, research and direct engagement with stakeholders. Our work supports the conservation of species and ecosystems, and recognises the role that communities play in successful conservation programmes.

We focus on identifying the key factors threatening biodiversity and develop mitigating measures to reduce these. Through a broad spectrum of partnerships and networks, we develop innovative methodologies and best practice guidelines that help to reduce negative environmental impacts and promote harmonious co-existence and sustainable living for both people and wildlife.

The EWT's conservation strategy aligns the organisation's core objectives and goals with its Mission and Vision and with the broader framework of external issues and pressures. The strategy remains dynamic, with revisions undertaken on an annual basis.

The six Strategic Imperatives of the EWT's Conservation Strategy are:

1. Identify human-induced threats and the affected species in order to halt or reverse species decline.
2. Ensure that the viability of threatened habitats and ecosystems is maintained.
3. Develop innovative, economically viable alternatives to address harmful impacts to the benefit of people and biodiversity.
4. Increase awareness and mainstream environmental considerations into the daily lives of people and decision makers.
5. Explore and develop opportunities for mentorship and capacity building within the conservation sector.
6. Provide a leadership role in ensuring efficient and adequate implementation, compliance and enforcement of conservation legislation.

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both? Both. The EWT programmes focus significant energy on the particular agreements, but the organisation also recognises the importance of the international role the mother convention holds.

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both? Both. The EWT experience has been that there is solid engagement from Governments at the point of progressing international agreement, and it therefore follows that these priorities are highlighted at the national levels. The organisation also recognises the importance of regional approaches that CMS provides.

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?

As needs < 10%	Low priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Much of the EWT's work relates to CMS, but work that is currently focused intentionally on CMS probably accounts for less than 10%. This would increase if there were more formal agreements and MoUs in the southern and eastern African regions.

3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)

As needs < 10%	Low priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The EWT focuses similar levels of attention on other MEAs - as needs 10%

3.c) Which other MEAs and RFMOs is your organization involved? The EWT does not presently engage in fisheries work, but this may change in the near future with the development of the Source to Sea Programme. At present the EWT follows and/or contributes to CBD, UNFCCC, Ramsar and CITES.

3.d) What has been the basis of the decision for this time allocation or prioritization? The prioritisation of work is simply down to the way the organisation has developed. The EWT has progressed first with developing a strong national platform, focusing on the coalface of where issues need to be addressed. In the future we hope to engage further in international policy and implementation.

3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing? The EWT's engagement with CMS has increased steadily in the past 6 years, and we anticipate it will increase in the future.

3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25% <input type="checkbox"/>	A bit less than half of our work 25-50% <input checked="" type="checkbox"/>	Significant proportion of work 50-75% <input type="checkbox"/>	Most of our work 75-100% <input type="checkbox"/>
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Across all of our programme work it is probably in the range of 25-50%. There are also a number of other species we focus on that are not part of the CMS framework, and not all of our work is species-based. CMS does not always know about our work, although in some instances it does.

4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?

4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure <input checked="" type="checkbox"/>	Not at all <input type="checkbox"/>	Limited input <input type="checkbox"/>	Moderately involved <input type="checkbox"/>	Significant input <input type="checkbox"/>
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Not sure

4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	We are not sure. We would appreciate some further engagement to explore this area further.
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4.c) What would you want to see in the next CMS Strategic Plan?	<p>Formal avenues for the inclusion of NGOs into CMS process would be important. At present there is considerable work being done by the NGO community that is not registering nationally and internationally, and not being encompassed. This means we are risking duplication, fragmentation and significant gaps that might be better filled. Better coordination is needed so that work is taken forward more systematically.</p> <p>The other element of this is the need to develop processes for consistent, regular and timely feedback. Where NGO work is recognised as a contribution, the means for input seems less formalised, and the mechanisms for formal feedback and reporting don't seem to exist. If CMS was able to focus attention to building planning, monitoring and reporting systems that encompassed NGO work that would be an important step, benefitting the convention's work.</p> <p>The EWT's experience is that agreements are an important means of coordination in the southern and eastern African regions. We would urge CMS to consider developing more agreements or concerted actions of relevance in the region, including for blue swallows, cheetahs and African wild dogs.</p>
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5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)

5.a) Does the CMS Family appear to work well together?	Although we don't feel very well placed to comment on this, where CMS relates to the southern and eastern African region the CMS Family does not appear to be very coherent.
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	We don't feel able to assess if there is translation of decisions between agreements or if decisions are impacting national policies.
5.c) Are CMS decisions taken reflected into other MEAs?	There is some evidence of the cross cutting issues between the MEAs being taken on board

6. How might CMS improve?

6.a) How would your organization increase the effectiveness of CMS?	CMS could formalise a process for working more closely with Partners to deliver the work that has been agreed through CMS process. As we have already mentioned, formal avenues for the inclusion of NGOs
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into CMS process are important considerations, as is much more systematic two way communications.
 The EWT suggests that attention is also given to providing a greater level of information about decision making and support mechanisms (from Governments, Secretariats and from relevant NGOs working closely with CMS)
 It would also be helpful to find way to increase the technical input of experts, perhaps through the CMS Scientific Council, or perhaps through a system to technical working groups.

6.b) Would this result in an increase in the involvement of your organization? Absolutely, definitely

6.c) Would this result in an increase in the involvement of other NGOs? Yes

7. Are there other comments about CMS you wish to make?

CMS and its process are already very important to us and we want to be able to increase our involvement with the convention. To do this however, the NGO community really needs some of the process to be tuned to make our involvement more relevant. NGOs already play an important function in implementing the conservation work under CMS. Recognising and reporting on this in a systematic and formalised way would increase NGO confidence to increase this work.

FÉDÉRATION NATIONALE DES CHASSEURS

Written interview with Jean-Pierre Arnauduc on 16 juillet 2012

1. What is your organization's main expertise area/s?

Chasse; Faune sauvage terrestre, principalement espèces gibier (connaissance, monitoring, recherches, gestion.)

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both? les deux (mère et filles) mais principalement sur l'Accord AEWA; toutefois nous nous appuyons surtout sur la FACE pour le suivi et l'action dans le cadre de la CMS et ses "filles"

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both? surtout niveau international. Une marge de subsidiarité doit être ménagée aux niveaux nationaux

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
nombre de nos activités sont probablement en cohérence avec le Plan Stratégique CMS mais cela n'est généralement pas "intentionnel". certaines de nos actions sont par contre directement et intentionnellement en lien avec AEWA					

	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
nous avons davantage d'activités liées directement à CBD (Stratégie Nationale de la Biodiversité en France), et surtout aux Directives de l'UE, notamment Directives nature					

3.c) Which other MEAs and RFMOs is your organization involved?	Convention de Bernee, Directives de l'UE, Ramsar, CBD (application en France)				
3.d) What has been the basis of the decision for this time allocation or prioritization?	Connections avec la réglementation de la Chasse en France Valorisation et reconnaissance des savoirs, connaissances et actions de nos organisations et des chasseurs en faveur de la conservation				
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	implication en croissance				
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25% <input type="checkbox"/>	A bit less than half of our work 25-50% <input checked="" type="checkbox"/>	Significant proportion of work 50-75% <input type="checkbox"/>	Most of our work 75-100% <input type="checkbox"/>	
	nos activités directement liées à la thématique des oiseaux migrateurs sont nombreuses (études et recherches, monitoring, soutiens financiers, contentieux juridiques, réglementation chasse etc...) mais nous avons aussi à gérer les espèces de gibier sédentaires, l'organisation de la chasse et des chasseurs, l'information du public, l'indemnisation des dégâts de gibier, les aspects sanitaires etc...etc... nous ne savons pas si la CMS est informée de ces activités, si ce n'est par la FACE				
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure <input type="checkbox"/>	Not at all <input checked="" type="checkbox"/>	Limited input <input type="checkbox"/>	Moderately involved <input type="checkbox"/>	Significant input <input type="checkbox"/>
	Comme dit en question 3 a) nous n'agissons pas "intentionnellement" en fonction du Plan stratégique CMS, même si nombre de nos activités sont probablement en cohérence avec celui-ci				
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	Monitoring des espèces d'oiseaux migrateurs (en lien avec l'Office National de la Chasse) Expertise sur les espèces gibier Réalizations sur le terrain des chasseurs et leurs organisations en faveur de la conservation (entretien et aménagement des habitats, veille et surveillance, lutte contre les mortalités accidentelles)				
4.c) What would you want to see in the next CMS Strategic Plan?	La reconnaissance et la valorisation du concept de "Conservation basée sur l'utilisation" (ou à tout le moins la reconnaissance que l'Utilisation durable de ressources naturelles renouvelables et Conservation sont ou peuvent être mutuellement bénéfiques) L'association des organisations de chasseurs à l'expertise				
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)					
5.a) Does the CMS Family appear to work well together?					
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	la coordination entre les différents Accords nous apparaît faible: des listes d'espèces, des recommandations, des Plans d'action apparaissent de tous côtés en ordre dispersé et sans cohérence parfois. Les gestionnaires sur le terrain n'y comprennent rien, cela "décrédibilise" sur le terrain ces initiatives qui viennent d'"en haut"				
5.c) Are CMS decisions taken reflected into other MEAs?					
6. How might CMS improve?					

6.a) How would your organization increase the effectiveness of CMS?	Expliciter davantage comment nos actions existantes sont liées au Plan stratégique et recommandations de la CMS
6.b) Would this result in an increase in the involvement of your organization?	Valoriser l'existant serait déjà un plus
6.c) Would this result in an increase in the involvement of other NGOs?	

7. Are there other comments about CMS you wish to make?

Nous avons répondu au nom de la FNC et non pour notre réseau d'adhérents c'est-à-dire les FDC (Fédérations Départementales et Régionales des Chasseurs -FDC et FRC-) au nombre d'une FDC par département français et d'une FRC par Région. ce réseau compte par exemple plus de 1500 collaborateurs salariés sur le terrain et réalise de nombreuses actions en faveur de la biodiversité

d'autres ONG de chasseurs mériteraient d'être associées comme par exemple OMPO (Oiseaux Migrateurs du Paléarctique Occidental) et notre Fondation pour la Protection des Habitats de la Faune Sauvage

nous ne partageons pas le fait que la Société civile soit pour vous représentée par les seules ONG de protection de la nature (BLI, WI...) et/ou les scientifiques (comme vous l'exposez dans le "strategic context"). Dans la mesure où la CMS impacte la gestion des terres ou l'utilisation des ressources et donc que des Droits sont impactés, la Société civile doit aussi comprendre les détenteurs de ces droits et leurs ONG, propriétaires, agriculteurs, forestiers, chasseurs, pêcheurs.....)

FRANKFURT ZOOLOGICAL SOCIETY

Written interview with Michael Brombacher on 10th September 2012

1. What is your organization's main expertise area/s?

The Frankfurt Zoological Society (FZS) was founded in 1858 and is a registered non-governmental, not-for-profit and independent conservation charity. FZS runs and supports more than 50 conservation projects in 20 countries in South America, Africa, Europe and South-East Asia, investing about 10 million Euros per year (2011). FZS' projects are financed through membership fees, private donations and legacies as well as from investment returns from the "Help for Threatened Wildlife" Foundation. Financial support also comes from third-party funds such as other foundations and charitable trusts (More information is available at www.zgf.de.)

The mission statement of FZS is to conserve wildlife and ecosystems focussing on protected areas and outstanding wild places." (FZS Mission, 2012)

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both? We mainly work with a daughter agreement, the MoU on Saiga Conservation

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both? Both. Under the above mentioned MoU CMS coordinates international implementation but also is extremely helpful and powerful to deliver and support delivering of national implementation (using its authority)

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

regional fisheries bodies)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.c) Which other MEAs and RFMOs is your organization involved?	Ramsar, CBD and mostly the World Heritage Convention				
3.d) What has been the basis of the decision for this time allocation or prioritization?	need from the projects. We work on a site level and most of them are UNESCO natural WH sites.				
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	We signed the MoU on saiga conservation in 2005 and since then increasingly got involved in the implementation. Since 2010 our main project partner in Kazakhstan is one of the two MoU coordinating bodies. Hence we indirectly are involved with CMS (through our partners). So compared to 3 and 6 years ago it has been growing steadily.				
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%	
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure	Not at all	Limited input	Moderately involved	Significant input
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	N/A				
4.c) What would you want to see in the next CMS Strategic Plan?	N/A				
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)					
5.a) Does the CMS Family appear to work well together?	yes - from our small perspective the coordination but also the support is well coordinated and targeted.				
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	N/A				
5.c) Are CMS decisions taken reflected into other MEAs?	N/A				
6. How might CMS improve?					
6.a) How would your organization increase the effectiveness of CMS?	An approach which already promotes CMS strategic plans and national implementation is the close link and cooperation with international and national NGOs which can act as intermediate partners to "translate" CMS priorities into national action. This approach could be strengthened.				
6.b) Would this result in an increase in the involvement of your organization?	depending on the case - probably yes.				
6.c) Would this result in an increase in the involvement of other NGOs?	N/A				
7. Are there other comments about CMS you wish to make?					
We generally are very happy about the multi-stakeholder approach taken by CMS with the Saiga MoU. Our experience is very positive and the MoU really leaves impact (increased saiga populations in most of the distribution area but also improved conservation efforts for site protection).					

HUMANE SOCIETY INTERNATIONAL

Interview with Kitty Block & Rebecca Regnery on 2nd August 2012

1. What is your organization's main expertise area/s?

Humane Society International (HSI) is the global arm of The Humane Society of the United States (HSUS). Our international efforts encompass relationships with the United Nations and work with various treaty and international agreements, including the World Trade Organization and the UN Food and Agriculture Organisation, affecting animals and their habitats.

HSI works with national and jurisdictional governments, conservation NGOs, humane organizations, and individual animal protectionists to find practical, culturally sensitive, and long-term solutions to common environmental and animal problems.

HSI is one of the only international animal protection organizations in the world working to protect all animals—including animals in laboratories, farm animals, companion animals, and wildlife

We focus on:

Disaster Services - Providing relief to animals and communities impacted by natural and man-made disasters occurring around the world.

Local Empowerment - From education to training, ecotourism to capacity-building, HSI is working with communities all over the world for animals.

Policy & Trade - Stemming the commercial trade in wild animals, safeguarding habitat, and securing better protections for threatened and endangered species through international treaties and their enforcement

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both?

HSI sees CMS as both, and that both are very interlinked

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both?

HSI sees CMS as a tool for both national implementation and international implementation

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?

As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

It varies depending on what is happening. Our CMS related work increases when key meetings are taking place

3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)

As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

As a rough guide, we would spend 30% of our time on IWC and 40% CITES, and perhaps 10% RFMOs and SPAW

3.c) Which other MEAs and RFMOs is your organization involved?

IWC, CITES, IATTC, ICAT, WCPFC, SPAW

3.d) What has been the basis of the decision for this time allocation or prioritization?

HSI's prioritisation of time is driven by historical involvement in particular work, especially with conventions such as IWC and CITES. However, the organisation is always assessing what can be accomplished what can be enforced, what species are covered (especially considering IWC and whaling), and if a clear cut message is being developing through the process that the public can understand.

3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your

HSI's involvement with CMS has increased from 6 years ago, but mostly because HSI staff capacity has increased in this time. We are constantly assessing where the organisation places its focus,

involvement increasing or decreasing? and it is possible the involvement with CMS could increase into the future.

3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25% <input type="checkbox"/>	A bit less than half of our work 25-50% <input type="checkbox"/>	Significant proportion of work 50-75% <input checked="" type="checkbox"/>	Most of our work 75-100% <input type="checkbox"/>
Most of our wildlife related work - 80%				

4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?

4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure <input type="checkbox"/>	Not at all <input checked="" type="checkbox"/>	Limited input <input type="checkbox"/>	Moderately involved <input type="checkbox"/>	Significant input <input type="checkbox"/>
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4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?

4.c) What would you want to see in the next CMS Strategic Plan?

The synergy and overlap between CITES, IWC are not well exercised and giving this focus in the next strategic plan would be valuable. Providing better access to the CMS species listing process and criteria would also be helpful

Governments have clearly made decisions and priorities, but these do not seem to follow through as implementation results. Without eroding the cultural environment of consensus within CMS, which is an important factor in why such strong and helpful decision are being made, CMS may need to consider developing mechanisms to ensure that implementation is taken more seriously (something of equivalency to the CITES with a trade ban for instance).

5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)

5.a) Does the CMS Family appear to work well together?

At one level yes. There is a big advantage to have countries gather together for conservation reasons either under agreements or the mother convention.

5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?

To some extent yes, but it is a qualified yes, because the translation is not across the board and not as much as we would ideally like.

5.c) Are CMS decisions taken reflected into other MEAs?

Not really. CMS decisions help (for increase CMS species listings), but at present they don't have as much influence as they could

6. How might CMS improve?

6.a) How would your organization increase the effectiveness of CMS?

CMS needs more core funding

6.b) Would this result in an increase in the involvement of your organization?

Yes - in part HSI's lower level of involvement is because we are not yet seeing results

6.c) Would this result in an increase in the involvement of other NGOs?

Yes, although some of the NGOs are more driven by consequences (trade bans or quota restrictions)

7. Are there other comments about CMS you wish to make?

CMS has many benefits and it is important to maintain these. We are particularly keen that CMS retains its strong focus on consensus rather than conflict, as well as the genuine culture of coming together to discuss species conservation.

The US should be a party CMS and we hope that achieving this can be a priority going forward.

Governments also need to provide more funding and support for the Secretariat, the Agreements and MoUs, in order to meet the agenda they have set. Without this core funding CMS will continue to struggle

HUMANE SOCIETY INTERNATIONAL – AUSTRALIA

Interview with Alexia Wellbelove 27th July 2012

1. What is your organization's main expertise area/s?

Humane Society International (HSI) is the global arm of The Humane Society of the United States (HSUS). Our international efforts encompass relationships with the United Nations and work with various treaty and international agreements, including the World Trade Organization and the UN Food and Agriculture Organisation, affecting animals and their habitats. HSI works with national and jurisdictional governments, conservation NGOs, humane organizations, and individual animal protectionists to find practical, culturally sensitive, and long-term solutions to common environmental and animal problems.

HSI Australia has a particular emphasis on the following areas:

- national and international biodiversity policy and implementation to protect habitats critical to the survival of many native species;
- climate change, and the protection of 'carbon sinks' such as rainforests and areas of high biodiversity value;
- habitat protection in Australia with the Wildlife Land Trust, a not-for-profit network of wildlife sanctuaries around Australia;
- the "Humane Choice" food label to improve the lives of farm animals and address the unsustainable practice of intensive farming;
- disaster relief support in developing countries to rescue stricken and abandoned animals;
- Extinction Denied NGO grants program for animal protection and environment programs across Asia, Africa and India; and
- national and international marine campaigns against whaling, and seeking greater protection for sharks, turtles, albatrosses and threatened fish species.

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both?

HSI Australia focuses on the daughter agreements - particularly ACAP, sharks and dugong, but surrounding the CMS CoP we put an emphasis on the mother convention as well

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both?

HSI Australia regards CMS as a tool to deliver both national and international implementation. However, it is not clear to us how well this international and national implementation is working. We would like to see some analysis about if CMS making conservation progress and how.

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?

As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

This is based on less than 20% of one full time person.

3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)

As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

We give a similar focus to other MEAs, but a fraction more on CITES and CCSBT

3.c) Which other MEAs and RFMOs is your organization involved?

CITES, CCAMLR, and tuna RFMOs generally, although we only attend CCSBT meetings

3.d) What has been the basis of the decision for this time allocation or prioritization?

It is HSI Australia's experience that there are more tangible outcomes in CITES and the RFMOs, and so focusing our attention through these

	mechanisms we feel our commitment gains greater conservation outcomes. We are hopeful that the CMS sharks MoU will be able to match these mechanisms and provide for solid conservation outcomes.				
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	HSI Australia's involvement has steadily increased. It is likely to remain steady at the current level into the future				
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25% <input type="checkbox"/>	A bit less than half of our work 25-50% <input type="checkbox"/>	Significant proportion of work 50-75% <input type="checkbox"/>	Most of our work 75-100% <input checked="" type="checkbox"/>	
	Most of the work HSI Australia does relates directly or indirectly to CMS (80%). The CMS Secretariat probably knows some of the scope of policy/conservation work we are engaged in, and our Partnership with CMS has probably helped to increase the Secretariats awareness to some extent, but for the most part it is our impression that CMS (the Secretariat and Parties) probably does not know the full breadth of what we do				
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure <input type="checkbox"/>	Not at all <input checked="" type="checkbox"/>	Limited input <input type="checkbox"/>	Moderately involved <input type="checkbox"/>	Significant input <input type="checkbox"/>
	Not at all. HSI Australia is not aware of it really delivering anything for the organization's objectives				
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	International project delivery (including funding).				
4.c) What would you want to see in the next CMS Strategic Plan?	We believe that there should be a strong focus on delivering key commitments, including servicing the agreements. It might be necessary to consider structural changes to increase the resources available for conservation work. But, CMS seems to need a more focused and efficient process for delivering these commitments. An area that could help NGOs to better interact and support CMS would be to develop better communication about what the prioritized conservation issues are. We also feel that the Partnerships should be used to develop better understanding between CMS and NGOs have that willingly committed to give focused attention to CMS. At present, the relationship feels incomplete				
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)					
5.a) Does the CMS Family appear to work well together?	From HSI Australia's perspective the CMS Family does not appear coherent. We remain uncertain how some agreements such as ACAP fit into the CMS Family. Even though these agreements seem to make greater progress and report on that progress, the MoUs seem more centered in the CMS Family yet receive less resources and appear to make slower or weaker progress				
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	There does not appear to be much translation that HSI Australia is aware of. While Governments obviously support priorities or decisions during the CMS CoP, the translation of these commitments into national delivery remains unclear.				

Often national processes are opaque, and difficult for NGOs to follow (species listing, resolutions)

5.c) Are CMS decisions taken reflected into other MEAs?

The CMS and CITES Secretariats are getting better at talking to each other (more recently), but this has not yet translated into on-the-ground coherence.
In the main it seems that NGOs are overtly making connections more so than Governments. Government department seem to isolate CMS and CITES decisions from each other.

6. How might CMS improve?

6.a) How would your organization increase the effectiveness of CMS?

CMS need to be better understood across a greater number of stakeholders. Raising the level of understanding about what CMS means, what agreements can do, what concerted actions strive to achieve, what migratory species conservation needs are (within the Governments, NGOs, MEAs etc) are all things that remain poorly understood in the community that works on species and biodiversity conservation (government and non government)
Having an active Secretariat that is promoting these areas and making them obvious to Governments, other MEAs and RFMOs would be helpful
Governments also need to make better connections about how the commitments they have made through CMS relate to or impact upon the commitments they are making or pursuing nationally or in other MEAs

6.b) Would this result in an increase in the involvement of your organization?

Yes - if these areas were effectively pursued it would probably raise CMS importance to be equivalent to that of CITES

6.c) Would this result in an increase in the involvement of other NGOs?

Yes most likely

7. Are there other comments about CMS you wish to make?

HSI Australia is really pleased to have a Partnership agreement with CMS, but we are still struggling to understand what this now means. Its an important statement of our commitment to CMS, but it must be something more than just sharing information. To date there does not seem to have been any tangible benefit for either party. Such relationships are not taken lightly and we feel it is important to make the most of the opportunity.

CMS has a lot on its agenda but doesn't seem to make the most of what it does have, either by utilizing the Partnerships it has already developed, or by directing its limited resources in the most effective and strategic way. This may be holding CMS back from securing greater funding.

INTERNATIONAL CRANE FOUNDATION

Interview with Claire Mirande 10th August 2012

1. What is your organization's main expertise area/s?

The International Crane Foundation (ICF) works worldwide to conserve cranes and the ecosystems, watersheds and flyways on which they depend. ICF is dedicated to providing experience, knowledge, and inspiration to involve people in resolving threats to these ecosystems.

On the eve of our 40th anniversary, the Directors, staff, and advisors of the International Crane Foundation engaged in a year-long strategic planning process aimed at taking ICF to a new level of conservation leadership and success. Building on lessons and experience from nearly forty years of crane conservation, this strategic plan describes our vision for the next decade.

First, we identified six essential conditions that must be realized to achieve our goal of securing all 15 species of cranes in the wild — to save cranes, we must engage people in the conservation of landscapes that nurture cranes, ourselves, and the diversity of life on Earth

Second, we defined the strategies required to achieve these essential conditions — finding sustainable pathways for water security, clean energy, land stewardship, conservation on agricultural lands, and conservation-friendly livelihoods, and adapting these solutions to the new realities of climate change.

Third, we conducted a risk assessment for all crane species and their habitats to distinguish the priorities through which we will implement our strategies and measure our conservation success. We will focus on four vital regions that support the most threatened crane species — sub-Saharan Africa, East Asia, South/Southeast Asia, and North America — and our ICF headquarters that inspires and empowers conservation leadership worldwide. We defined our goals and initiatives for each of these priority programs over the next decade.

Finally, we reflect on our distinct role as the partner of choice. ICF is one of the world’s most successful conservation organizations at gaining international cooperation for the protection of wildlife and the ecosystems they inhabit. By focusing on threatened cranes (and their universal appeal), we mobilize a global community of dedicated and resourceful people for a direct and lasting impact on the environment.

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both? ICF focuses on both the mother convention and the daughter agreements, depending on the context. Agreements specifically include:
 a) Siberian Crane MoU
 b) Flyway level management
 c) Involvement with development of Central Asian Flyway Initiative (CAF) and management of the Western/Central Asian Site Network for Siberian Cranes and other Migratory Waterbirds establishing under the MoU
 Part of the issue is choosing who you work with and why will depend on the focus. Often the ICF role is on facilitating and supporting in-country participation and which includes a focus on how Countries are working with CMS.

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both? Deliver international. Promote/facilitate national.

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The time commitment was higher when there was GEF funding. It currently sits around 10%

3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

ICF is increasing its time commitment to Ramsar and IUCN

3.c) Which other MEAs and RFMOs is your organization involved? IUCN, Ramsar, and CBD and the IUCN processes

3.d) What has been the basis of the decision for this time allocation or prioritization? At the moment the time commitment is focused where the conservation outcome is most effective.

3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your ICF involvement is increasing, especially through work focused on and with AEWA including SSAPs for African cranes.

involvement increasing or decreasing?					
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25% <input type="checkbox"/>	A bit less than half of our work 25-50% <input type="checkbox"/>	Significant proportion of work 50-75% <input type="checkbox"/>	Most of our work 75-100% <input checked="" type="checkbox"/>	
<p>It is unlikely that CMS knows about the extent of our global work. We are preparing an update of the WI/IUCN SSC Crane Conservation Plan.</p> <p>ICF is looking to shift our focus for the Siberian Crane to East Asia which is home to 99% of world population of Siberian Cranes and there are significant threats to key habitats at Poyang Lake and Momoge National Nature Reserves.</p> <p>We propose to incorporate WC Asia under CAF as it develops. ICF prefers to be a partner instead of a leader for the C Asian region. CMS and WI are leading with support from ICF. There may be opportunities to engage other NGOs in Central Asia.</p>					
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure <input type="checkbox"/>	Not at all <input type="checkbox"/>	Limited input <input checked="" type="checkbox"/>	Moderately involved <input type="checkbox"/>	Significant input <input type="checkbox"/>
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	ICF's technical perspectives could be contributed better. Things change over time. ICF is able to deliver science that can influence policy.				
4.c) What would you want to see in the next CMS Strategic Plan?	<p>CMS's role is to champion international cooperation on species conservation, especially for threatened species, but also to lead on more strategic cooperative initiatives such as regional flyway agreements. However, CMS's role overlaps substantially with both Ramsar (migratory waterbirds – the raison d'être for Ramsar) and CBD (which serves as an umbrella framework on biodiversity – but it is too broad and political to deal effectively with some specific areas). Therefore, Ramsar and CMS can provide needed focus. It has been a necessity that input has become administrative, but CMS needs to seriously consider its technical role.</p> <p>CMS also needs to discern what the national reports mean, and from this develop a productive dialogue about what priorities should be going forward. Better use of NGO and partners could assist with this technical role.</p> <p>CMS could also look at how to retain champions (the doers in the trenches making things happen) and to buffer transition in staff and governmental leaders.</p> <p>Concepts could be broadened to be more effective, using flagships to better achieve conservation.</p> <p>Give greater focus to migratory species issues in Central Asia</p>				
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)					
5.a) Does the CMS Family appear to work well together?	Coherence appears to be growing. ICF's perception is that the different agreements seem to have evolved in parallel, but have responded to different needs, opportunities, and leadership styles. It is beneficial that there is more convergence and cohesiveness, while still allowing flexible strategies for each species/agreement.				

5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	ICF isn't sure. However, it is a challenge to make the detail of the agreements and generalities of the CoP to have informative relevance to each other.
5.c) Are CMS decisions taken reflected into other MEAs?	Yes, for the flyways related decisions in particular.

6. How might CMS improve?

6.a) How would your organization increase the effectiveness of CMS?	Develop a stronger presence in East Asia and the Americas. Maintain an adequate number of Agreement Officers with less turnover. Continue support from interns. Improve ability to provide limited core funding for agreements to help maintain species champions who are key to success. Continue to develop CMS and partner capacity to raise funds. Encourage countries to provide more funding to support activities they propose for agreements. Integrate Conservation Plan and SSAP formats. Coordinate reporting with other MEAs to improve efficiency. Advocating shared national committees for more integrated delivery and reporting would be helpful, but this will require greater collaboration between the conventions and their plans. Consider use of facilitated planning tools (e.g., PHVA, Miradi, Structured Decision Making) to strengthen capacity for strategic planning, implementation, and monitoring. Provide training on these tools for staff and partners working on agreements.
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6.b) Would this result in an increase in the involvement of your organization?	Yes, (but a qualified yes).
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6.c) Would this result in an increase in the involvement of other NGOs?	Yes
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7. Are there other comments about CMS you wish to make?

A CMS challenge is staffing capacity to address issues.

CMS needs a better strategic planning process, so the Secretariat is less reactive and more strategically proactive.

CMS can also provide an official mechanism to work with governments either through the legally binding CMS membership (key countries missing) which requires country to provide funding or through MOUs which is not legally binding and participation and funding are not legally binding.

- a) CMS provides important support for species level agreements through organization of range state meetings and development of conservation plans.
- b) Although primarily CMS provides a species focus, work under the MoU through the UNEP /GEF Siberian Crane Wetland Project has been broadened to protection of habitat, protected area management, policy, communication and public awareness, and applying sound science to improve management. Other MEAs were engaged and brought onto the Project Steering Committee. All GEF activities are listed in the CMS Conservation Plans.
- c) Management of Western/Central Asian Site Network established under the CMS requires linkages to AEWA. We hope CAF will be established under AEWA and the WCASN merged under CAF.
- d). CMS served as the primary partner for UNEP/GEF Siberian Crane Wetland Project, which was first flyway project under GEF. This was followed by the Wings over Wetlands. Now flyway level work is being coordinated collaboratively by the Global Interflyway Network Members (AEWA, Birdlife, CMS, EAAFP, Ramsar, and WI).

Consciously building on these strengths could assist CMS's effectiveness

Someone – perhaps the Wild Migration/Migratory Wildlife Network - needs to provide a process for NGOs to assist them to understand the CoP process, what the resolutions mean, and how the political flow of the convention works.

INTERNATIONAL FUND FOR ANIMAL WELFARE

Interview with Peter Pueschel on 21st August 2012

1. What is your organization's main expertise area/s?

Founded in 1969, the International Fund for Animal Welfare (IFAW) saves individual animals, animal populations and habitats all over the world. Its vision is "a world where animals are respected and protected." IFAW cares for individual animals as well as for biodiversity as a whole and delivers effective solutions for the long-term protection of animal populations and habitats by addressing animal welfare concerns in policy, legislation and society. With projects in more than 40 countries, IFAW provides hands-on assistance to animals in need, whether it's dogs and cats, wildlife and livestock, or rescuing animals in the wake of disasters. We also advocate saving populations from cruelty and depletion, such as our campaign to end commercial whaling and seal hunt.

We are international, with local expertise and leadership in all of our field offices. The organization is sensitive to needs of local communities and works for solutions that benefit both animals and people. Through strong international coordination, we leverage regional/local campaigns and projects to inform policy decisions and achieve global impact. Our work connects animal welfare and conservation, demonstrating that healthy populations, naturally sustaining habitats and the welfare of individual animals are intertwined.

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both?

IFAW focuses on both the parent convention and a number of specific agreements. Our approach is separate in each case. To IFAW, the CMS Family doesn't operate as one body today and daughter agreements operate too independent.

IFAW has a long history to work with cetacean related agreements, like ASCOBANS or ACCOBAMS, since their inception. And IFAW continuously has cooperation with many others, like sea turtles, manatees, Saiga antelope, elephants, sharks

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both?

CMS should be a tool for both international and regional guidance, filtering down to encourage national implementation. In the future we would like to see more delivery in this area. CMS can deliver an essential coordination and facilitation role, bringing together international and national stakeholders to find solutions and joint action plans.

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?

As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For the programme areas of IFAW that work on CMS and CITES issues

3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)

As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

For the programme areas of IFAW that work on CMS and CITES issues

3.c) Which other MEAs and RFMOs is your organization involved?

CBD, CITES, IUCN, IWC, UNESCO

3.d) What has been the basis of the decision for this time allocation or prioritization?

Our programme priorities are governed by our 3-5 year horizon planning. We make these determinations based on our internal assessment of if a particular convention is adding value to what IFAW is seeking to achieve.

3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	IFAW's level of involvement is about the same now as it was 3 years ago, although our focus has changed slightly. 9 years ago it was very cetacean focused and with some involvement in wildlife emergencies (Saiga antelope die off etc). Now we have a broader scope in regards to species-related agreements or MOUs and have moved from field and regional work to policy development inside the convention. This is the direction we will likely continue into the future.				
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25% <input type="checkbox"/>	A bit less than half of our work 25-50% <input checked="" type="checkbox"/>	Significant proportion of work 50-75% <input type="checkbox"/>	Most of our work 75-100% <input type="checkbox"/>	A significant portion of IFAW's work relates to wildlife conservation, i.e. migratory species but is not done with CMS cooperation or attunement. It is unlikely that Parties and CMS know the breadth of our work beyond specific areas.
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure <input type="checkbox"/>	Not at all <input type="checkbox"/>	Limited input <input checked="" type="checkbox"/>	Moderately involved <input type="checkbox"/>	Significant input <input type="checkbox"/>
Limited input through regional agreements					
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	At present, CMS has too little knowledge about what IFAW could offer to the convention and regional agreements, but the CMS Secretariat and IFAW are looking at how to improve that. There may be new areas of cooperation in the future.				
4.c) What would you want to see in the next CMS Strategic Plan?	<ol style="list-style-type: none"> 1. More precautionary action: Focusing on already endangered species is important but costly. Greater precautionary focus given to minimizing impact before crisis hit would be wise. CMS has an important role to play in preventative conservation. 2. Focus on wildlife conservation needs: The trend in MEAs (and CMS) is to move where big money and big politics are, not necessarily how to move sufficient money to where the greatest conservation needs are. This may become a weakness. 3. More cohesive strategy and mutual priorities throughout CMS: It is becoming imperative that there is more coordination and collaborations between MEAs and within the CMS Family. Specially, more integration between the big MEAs (CBD, CITES etc) and the CMS agreements is much needed in a way that strengthens the role of CMS in all matters related to conservation of migratory species. 4. Strengthening compliance and implementation: The commitments made by Parties to the convention also need to be given more weight. Implementation is low, and giving more focus to increasing implementation would be wise 				
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)					
5.a) Does the CMS Family appear to work well together?	From IFAW perspective the CMS Family seems very separated. Agreements appear to operate in isolation. It seems to be that the convention decides to develop an agreement and then the agreement runs too much on its own.				
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	In some cases, e.g. where directly related agreements have participants in common, but perhaps this is too infrequent and too little information flows. It would increase the effectiveness of CMS and each of the				

agreements if there was a more streamlined structure and form to work – where the daughter agreements were seen as an integral part of the convention's work.

5.c) Are CMS decisions taken reflected into other MEAs?

Most of the time the reporting is passive. It has become more active on the basis of CBD, but mostly about defining the borderlines between the two MEAs than actually having CMS reflecting into CBD. Similarly, CMS decisions are not really carried into CITES. CBD has recognized CMS, but the recognition needs to be 'filled with life'. Decisions of CMS and the daughter agreements need to be taken through, discussed and then influence the outcomes of CBD for example.

6. How might CMS improve?

6.a) How would your organization increase the effectiveness of CMS?

IFAW believes that streamlining of the convention and the daughter agreements into one strategy would be helpful. This includes consideration of how implementation and reporting inside the CMS Family is taken forward. Presently, there is a listing of regional agreement activities because the agreements have sent them through, but often not because they are necessary for achievement of the CMS objectives and targets. IFAW also urges greater political advocacy from CMS into other MEAs, into the EU processes and national governments. CMS needs a stronger presence in other conventions, representing its responsibility and decisions in regards to conservation of migratory species. Meaningful progress-reporting requirements for CMS Parties, signatories to agreements and MOUs and the Secretariat would help.

6.b) Would this result in an increase in the involvement of your organization?

Yes

6.c) Would this result in an increase in the involvement of other NGOs?

Yes

7. Are there other comments about CMS you wish to make?

The importance of CMS is increasing. Migratory species are indicators for inter-continental health and ecosystem survival. They network habitats. CMS the unique convention with the mandate, capacity, the authority and the experience to bring countries together to negotiate and decide the ways forward to protect this important element of global biodiversity.

For instance, CMS could facilitate the discussion on highly migratory marine species in areas beyond national jurisdiction along with UNCLOS. To achieve the biodiversity related goals, e.g. from CBD, UNGA or Rio, CMS should have a strong role to play. Many issues in regards to migratory species will be moving to a higher level of importance on the global agenda. CMS needs to sharpen its role to help the UN to take a wise, ecologically-sustainable 21st century approach.

The need and opportunity is there for CMS to become more meaningful and influential, in its core role as an essential complement to other MEAs, at a time where international cooperation is key to shape a better world for animals and people.

LA ASOCIACIÓN GUYRA PARAGUAY

Interview with Cristina Morales on 26th July 2012

1. What is your organization's main expertise area/s?

La Asociación Guyra Paraguay (Guyra Paraguay) es una organización de la sociedad civil sin fines de lucro que trabaja en la defensa y protección de la diversidad biológica de nuestro país y la acción organizada de la

población, con el fin de asegurar el espacio vital necesario para que las futuras generaciones puedan conocer muestras representativas de la riqueza natural del Paraguay. La participación de las comunidades y habitantes del interior del país, en nuestros trabajos de estudio y conservación, es una de las herramientas más valiosas con que contamos para el logro de los objetivos de esta asociación.

Guyra Paraguay entiende que Promover la Investigación y el Desarrollo Sustentable es el criterio para la permanente búsqueda de una mejor calidad de vida de la población. El compromiso personal de cada integrante de Guyra Paraguay, sea empleado, directivo, miembro, socio o amigo, es indispensable para el logro de los nobles principios que inspiran nuestra causa. Es por ello que buscamos "Alentar constantemente el espíritu de equipo trabajando en alianza con otras organizaciones e, identificándonos todos quienes conformamos Guyra Paraguay, con los principios de la calidad, excelencia y ética profesionales, propiciando las condiciones para que los emprendimientos que encaramos, estén siempre basados en información científica, veraz y oportuna para un desarrollo armónico y sustentable del país y la región".

Para el cumplimiento de este compromiso se entiende como Biodiversidad (neologismo del inglés Biodiversity, a su vez del griego βίος, vida, y del latín diversitas, -ātis, variedad), también llamada diversidad biológica, como el término por el que se hace referencia a la amplia variedad de seres vivos sobre la Tierra (riqueza de especies) y los patrones naturales que la conforman (procesos ecológicos y evolutivos), resultado de miles de millones de años de Evolución según procesos naturales y de la influencia creciente de las actividades del ser humano. La biodiversidad comprende igualmente la variedad de ecosistemas y las diferencias genéticas dentro de cada especie que permiten la combinación de múltiples formas de vida, y cuyas mutuas interacciones y con el resto del entorno, fundamentan el sustento de la vida sobre el planeta. Las áreas de acción incluyen: Conservación de Especies; Conservación de Sitios; Conservación de Paisajes; Incidencia en Políticas Públicas

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both? Guyra Paraguay sees CMS as both. However, our dominate focus is on grasslands bird, freshwater fish and bats. We informally lead the Grassland bird agreement

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both? Guyra Paraguay sees CMS as a tool for both, but in our experience CMS has more influence in regional conservation. As a tool, CMS provides a space where Governments can work together. Governments feel more comfortable to give support through the formality of the MoU/agreement. Nationally, Governments know they have signed an agreement or the convention and so have intentions to implement the activities of the agreement, but often the resources are lacking to fully do so

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

30% of Guyra Paraguay's work is dedicated to migratory birds. 50% of the programme time is focused on regional grassland bird issues.

3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

As needs. We have a greater focus on CMS

3.c) Which other MEAs and RFMOs is your organization involved? Marginally on Ramsar and CITES. Guyra is working on CBD, Climate Change, land Degradations also and linked to migratory species, we also work on the America's hemispheric initiative for migratory species and has lead the task force within WHMSI and WCC for defining a pathway to advance on the Americas' flyway.

3.d) What has been the basis of the decision for this time allocation or prioritization?	Guyra Paraguay has a historical involvement with CMS and finds it an easier convention to work within. This means that the organization's work is deliberately related to the convention. We also enjoy a good relationship with the Minister of Environment in Paraguay, offering the organization additional opportunities to deliver greater results through CMS				
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	Guyra Paraguay is more involved now that previously, because of the heavy involvement with the grasslands bird. We anticipate that our involvement will increase, as the bat and fish work increases.				
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%	
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure	Not at all	Limited input	Moderately involved	Significant input
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	We had limited input in the development of the plan, but we are not aware of it really delivering anything tangible for Guyra Paraguay				
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	Guyra Paraguay has a very strong science programme monitoring biodiversity across the region. CMS could make more strategic use of our expertise to evaluate the impact of conservation actions. We also feel that some of the protected are work could be better supported and made use of in the CMS context.				
4.c) What would you want to see in the next CMS Strategic Plan?	We believe that better financial support is needed to take the MoUs forward.				
	Greater involvement of NGOs in the work of the convention will increase CMS effectiveness and conservation progress. We understand that honest, open and trusting relationships must be forged, but we encourage CMS and Governments to actively seek this.				
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)					
5.a) Does the CMS Family appear to work well together?	Perhaps it is the nature of the agreements, but we do perceive that agreements and the mother convention appear to be slightly isolated from each other. The agreements in South America appear to us to be disconnected. We are interested to see what transpires with the flyways agreement.				
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	From our perspective, the intention is strong, but conflicting priorities and resources means that commitments are not translated into national policies as well as they could be. We hope that in the future these connections will become stronger				
5.c) Are CMS decisions taken reflected into other MEAs?	N/A				
6. How might CMS improve?					
6.a) How would your organization increase the effectiveness of CMS?	We would urge CMS to build capacity at the Government level to ensure that there is continuity between Government Departments and Ministries.				
	We would also urge the focused attention is given to fostering strong and lasting relationships between Governments and NGOs to				

	implement conservation priorities decided by CMS. We feel that CMS could also give greater focus to strengthening its policy and law work
6.b) Would this result in an increase in the involvement of your organization?	Yes
6.c) Would this result in an increase in the involvement of other NGOs?	Yes - But, NGOs also need to know how to relate with their national Governments on CMS issues to make the best of the opportunity. Of course NGO capacity building could help this.
7. Are there other comments about CMS you wish to make?	
CMS is a very good tool for conservation. It is an unique and important opportunity for Governments to work together. However, CMS and its Parties need to build their capacity to work together. Perhaps greater consistency within Government Departments and Ministries would be helpful.	

MAX PLANCK INSTITUTE FOR ORNITHOLOGY

Interview with Sarah Davidson on 9th August 2012

1. What is your organization's main expertise area/s?

The Department of Migration and Immuno-ecology at the Max Planck Institute for Ornithology (MPIO) in Radolfzell, Germany aims to understand why animals migrate, how they move from one place to another, and how they survive. To analyse global animal migrations, researchers from the institute equip individuals with state-of-the-art radio transmitters to track their movements. This research will provide new insights into how organisms cope with the effects of climate change, disease, and human alterations of their natural environment. The MPIO maintains collaborations with researchers at a number of institutions around the world with shared research interests.

As a part of this work, the MPIO maintains Movebank, a free, online database of animal tracking data open to all researchers and the public, where it stores the data collected from transmitters. Movebank is a tool help animal tracking researchers to manage, share, protect, analyze, and archive their data. Movebank is an international project that has over a thousand users, including people from research and conservation groups around the world.

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both? At present our focus is on the mother convention, although that can easily change depending of the issues we become involved in.

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both? Directly international implementation

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Mostly on Ecological Networks, the Taskforce on Wildlife and Ecosystem Health					

3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Most conservation and policy-related activities focus on EU- and Germany-specific issues					

3.c) Which other MEAs and RFMOs is your organization involved?	N/A										
3.d) What has been the basis of the decision for this time allocation or prioritization?	As MPIO is mostly a scientific research organisation our focus is on the gathering and analysis of data, rather than on policy delivery. We would welcome being approached to increase our involvement (within our capacity) with CMS, but thus far there has been no systematic approach.										
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	Our involvement has increased from the past. There is significant potential for our involvement to increase further into the future.										
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	<table border="1"> <thead> <tr> <th>A small proportion < 25%</th> <th>A bit less than half of our work 25-50%</th> <th>Significant proportion of work 50-75%</th> <th>Most of our work 75-100%</th> </tr> </thead> <tbody> <tr> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table> <p>Difficult to quantify. Nearly all of our biology research has some form of relationship to wildlife and most research is on migratory species. Much of it is not directly related to conservation, management, or endangered species.</p>	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>		
A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%								
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>								
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4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	<table border="1"> <thead> <tr> <th>Not sure</th> <th>Not at all</th> <th>Limited input</th> <th>Moderately involved</th> <th>Significant input</th> </tr> </thead> <tbody> <tr> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table>	Not sure	Not at all	Limited input	Moderately involved	Significant input	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not sure	Not at all	Limited input	Moderately involved	Significant input							
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	MPIO might be drawn upon for strategically filling data gaps or research needs, but this would need to be through a strategic and agreed approach. We could also assist with networking and knowledge about what researchers/institutions might be good contacts for specific agreements.										
4.c) What would you want to see in the next CMS Strategic Plan?	There is definitely a potential for CMS to: 1) obtain access to relevant data (ie - movebank.org) particularly coordinating and utilising data that is being gathered by many different researchers, so outreach to the major data 'houses' would be useful 2) engage researchers who are interested in doing work that it is relevant to CMS and agreements. This would require CMS identifying a list of research needs over a given period of time for institutes and researchers to draw upon for setting their priorities and applying for research funding.										
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)											
5.a) Does the CMS Family appear to work well together?	N/A										
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	N/A										
5.c) Are CMS decisions taken reflected into other MEAs?	N/A										
6. How might CMS improve?											
6.a) How would your organization increase the effectiveness of CMS?	Making better use of taskforces or technical expert panels. Establishing priority issues and identifying data or understanding gaps										

	for specific species or issues, especially where problems need to be defined, that can be prompted to the research community. Direct and more frequent interactions with technical or scientific experts on research progress, perhaps by creating more frequent interaction of technical experts and scientists to maintain contact and keep workflow moving. This would mean that the big face-to-face meetings are more efficiently used.
6.b) Would this result in an increase in the involvement of your organization?	Yes
6.c) Would this result in an increase in the involvement of other NGOs?	Probably yes, especially if they were being consulted.

OCEANCARE

Interview with Sigrid Lüber on 27th July 2012

1. What is your organization's main expertise area/s?

OceanCare is a politically independent, non-profit organization whose purpose consists of: working to achieve the sustainable protection of the marine environment and its cohabitants, i.e of threatened marine mammals and their cohabitants, as well as the flora and fauna in the oceans and coastal regions. With research and conservation projects, environmental education campaigns (for children, teenagers and adults), engagement in the area of legislation and participation in international fora, OceanCare seeks to achieve long-lasting improvements in the targeted area. In the process OceanCare strives for sustainable solution-oriented cooperation with scientific expert committees and other partners and the promotion of consciousness with all stakeholders as well as the broad population. Last but not least OceanCare points out the influence that residents and users of inland waters and coastal regions have on the fragile ecosystem of the oceans. The sphere of its activities is not limited geographically, and its projects are focused on both animal life as well as species protection, conservation and raising public awareness on these topics.

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both?	OceanCare has a marginal involvement in CMS, but a main focus on ACCOBAMS and to a less extent ASCOBANS concerning noise as an issue
2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both?	OceanCare sees CMS as a tool for both, but with greater emphasis on international implementation, because when working in ACCOBAMS there is a focus on all member states of ACCOBAMS

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.c) Which other MEAs and RFMOs is your organization involved?	UNGA, UNCLOS, IWC, CITES, EU Coordination, COFI, WHO, CBD, and indirectly OSPAR				

3.d) What has been the basis of the decision for this time allocation or prioritization?	OceanCare strives for change. We don't work on symptoms but instead focus our efforts on the route of the problem, so there is a focus on change at this level. This is why we have invested so much of our time on ACCOBAMS										
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	OceanCare's commitment has increased since becoming a Partner to ACCOBAMS in 2004, and then increased again in 2007. We anticipate that our focus will remain at the current level into the future unless budget increases make it possible to increase our CMS related attention										
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	<table border="1"> <tr> <td data-bbox="590 481 782 660">A small proportion < 25%</td> <td data-bbox="782 481 973 660">A bit less than half of our work 25-50%</td> <td data-bbox="973 481 1165 660">Significant proportion of work 50-75%</td> <td data-bbox="1165 481 1418 660">Most of our work 75-100%</td> </tr> <tr> <td data-bbox="590 571 782 660"><input type="checkbox"/></td> <td data-bbox="782 571 973 660"><input type="checkbox"/></td> <td data-bbox="973 571 1165 660"><input type="checkbox"/></td> <td data-bbox="1165 571 1418 660"><input checked="" type="checkbox"/></td> </tr> </table>	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>		
A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%								
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>								
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?											
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	<table border="1"> <tr> <td data-bbox="590 716 782 851">Not sure</td> <td data-bbox="782 716 973 851">Not at all</td> <td data-bbox="973 716 1165 851">Limited input</td> <td data-bbox="1165 716 1276 851">Moderately involved</td> <td data-bbox="1276 716 1418 851">Significant input</td> </tr> <tr> <td data-bbox="590 772 782 851"><input type="checkbox"/></td> <td data-bbox="782 772 973 851"><input checked="" type="checkbox"/></td> <td data-bbox="973 772 1165 851"><input type="checkbox"/></td> <td data-bbox="1165 772 1276 851"><input type="checkbox"/></td> <td data-bbox="1276 772 1418 851"><input type="checkbox"/></td> </tr> </table>	Not sure	Not at all	Limited input	Moderately involved	Significant input	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Not sure	Not at all	Limited input	Moderately involved	Significant input							
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	Our perception is that because ACCOBAMS operates with such a tight budget and with too few staff that sometimes key communications get lost or complicated inside a process. As a consequence NGO funded or facilitated work doesn't get used or represented well enough. If there were mechanisms to make better use of what we already do, we would welcome these										
4.c) What would you want to see in the next CMS Strategic Plan?	N/A										
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)											
5.a) Does the CMS Family appear to work well together?	ACCOBAMS and ASCOBANS appear to work together, but the relationship with the parent convention is difficult for us to discern.										
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	Decision don't appear to translate well. There is little initiative being shown by Governments, and ACCOBAMS commitments do not appear to be reflected well in national laws and national implementation										
5.c) Are CMS decisions taken reflected into other MEAs?	In the past there was reflection of ACCOBAMS activities reported to IWC, but in more recent meetings not so much so. At the UN the situation is similar. Often the reliance for this is placed on the Secretariat. Governments don't seem to reflect such decisions which is actually where it needs to happen.										
6. How might CMS improve?											
6.a) How would your organization increase the effectiveness of CMS?	Our perception is that CMS agreements seem to operate on very tight budgets and with too few staff. There is also heavy - but informal and therefore un-recognized - reliance on the NGO community to do much of the on-ground work. Communication routes are often long and key communications can get lost. Finding ways to increase effective communication, including providing the NGO community with strategic and advanced notice of what will be needed when would be helpful. Reflecting the progress being made through NGO funded or facilitated work would provide a more accurate picture of CMS										

	<p>progress</p> <p>Regular high level ministerial meetings are something that should be given consideration, as these set the agenda within Government departments and might help to increase intra-governmental coordination.</p>
6.b) Would this result in an increase in the involvement of your organization?	Yes - the motivation would be then to try to contribute even more
6.c) Would this result in an increase in the involvement of other NGOs?	Yes - absolutely. Many NGOs feel disillusioned about CMS agreement performance. In the case of ACCOBAMS for instance national legislation has not matched expectation
7. Are there other comments about CMS you wish to make?	
<p>We welcome the opportunity to give voice to civil society, and we urge CMS to continue to do so. NGOs really believe in CMS agreements, more so than many other issues we work on. It is hard to see them painstakingly negotiated and then not perform, either because they become focused on process alone or that their member States don't match the commitments at the national level. Ocean Care will remain committed, but we know that the CMS Family could do much more.</p>	

PEW ENVIRONMENT GROUP - INTERNATIONAL POLICY PROGRAM

Interview with Sue Lieberman on 24th July 2012

1. What is your organization's main expertise area/s?

The Pew Environment Group is the conservation arm of The Pew Charitable Trusts, a non-governmental organization that works globally to establish pragmatic, science-based policies that protect our oceans, preserve our wildlands and promote clean energy.

The mission of the Pew Environment Group (Pew) is to help meet what we view as one of the seminal challenges of our time: saving the natural environment and protecting the rich array of life it supports. Pew's environmental activities have grown steadily over the past two decades, as has our staff of scientists, campaign advocates, economists, communications professionals and attorneys throughout the United States and in Canada, Europe, South America, Australia, New Zealand, the Western Pacific and the Indian Ocean. In the absence of an overarching international governance system for regulating marine fisheries, particularly in areas beyond national jurisdiction, there exist a number of treaties, organizations and intergovernmental instruments that serve to manage fisheries.

Pew offers its science-based research and policy expertise in order to aid decision makers and relevant stakeholders in designing and adopting appropriate management mechanisms and policy decisions to ensure the conservation and long-term sustainability of marine resources, and the ocean.

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both? Pew sees CMS as being comprised of both the mother convention and the daughter agreements

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both? Pew sees CMS as a tool for policy change at the international and national level

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

A very small percentage for the whole of the organisation. The Pew Environment Group International Policy Programme spends some

	limited time tracking CMS activities (but it is limited).				
3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.c) Which other MEAs and RFMOs is your organization involved?	CITES, CCAMLR, the European Policy processes and 6 separate RFMOs (ICCAT, IATTC, WCPFC, IOTTC, NEAFC, NAFO) as well as UN, UNCLOS, FAO, and other UN treaties, bodies, and organizations.				
3.d) What has been the basis of the decision for this time allocation or prioritization?	While Pew sees the value of CMS, at the present time CMS has not delivered conservation outcomes in the areas the organisation currently focuses on, those being species subject to fisheries, including tuna and sharks. Pew is interested to see how the CMS Sharks MoU develops and is hopeful that it will deliver real change through national legislation and at the intergovernmental policy level. However, the organization's assessment is that the RFMOs and MEAs currently provide a greater opportunity to create meaningful change.				
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	Pew is slightly more involved with CMS now, with the development of our International Policy work (but that is due to the fact that there was no involvement at all 3 or 6 years ago).. We are not anticipating our involvement increasing significantly, but this could change of if Governments take CMS's shark initiatives more seriously.				
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%	
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
	This figure is based on the whole of the whole of the Pew Environment Group. We interpret "relate to CMS" to include work that relates to species of interest to CMS, and not necessarily to CMS agreements.				
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure	Not at all	Limited input	Moderately involved	Significant input
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	Pew has a significant wealth of expertise on bycatch mitigation and bycatch policy that CMS could drawn upon. We also have tremendous expertise and experience on sharks and tuna.				
4.c) What would you want to see in the next CMS Strategic Plan?	N/A				
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)					
5.a) Does the CMS Family appear to work well together?	At this point, given the organisation's limited involvement with CMS we do not feel well placed to comment. However, we are aware there has been a tendency towards the agreements working in isolation from each other.				
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	Where Pew's work crosses over CMS policy areas we would hope to see CMS translated into national policies, but we haven't seen strong evidence of this translation.				
5.c) Are CMS decisions taken reflected into other MEAs?	Again, where Pew's work crosses over CMS policy areas where we would hope to see CMS decisions reflected and actively contributing				

to the policy discussions of other MEAs, we have seen evidence of reporting, but not really reflection or integration of CMS decisions in other MEAs or RFMOs. For example, there are several species listed in CMS Appendix I, which prohibits take, and it would be helpful if CMS Parties could be reminded of that, when the same species is discussed in the context of CITES.

6. How might CMS improve?

6.a) How would your organization increase the effectiveness of CMS?

Developing a means for the CMS agenda to be more seriously taken on board by Governments would greatly assist CMS's development. At present it seem there is limited culture of Government obligation to CMS decisions, or of Party governments even being aware of what they have agreed and committed to at CMS.. It would also be important for the CMS agenda to be actively linked to the agenda of other MEAs, and for these linkages to become part of the way that Governments then relate the CMS agenda into other MEAs. We are aware that the activities of MEA Secretariats are linked in this way, but having the work of CMS itself linked is very important. To support this CMS needs to increase it communications about what has been agreed and what these decisions mean. It is also important to build communications coherence between MEA commitments. Finally, building the culture of evaluation of Government obligations, perhaps through a compliance mechanism, would strengthen CMS considerably.

6.b) Would this result in an increase in the involvement of your organization?

Yes

6.c) Would this result in an increase in the involvement of other NGOs?

Probably, yes

7. Are there other comments about CMS you wish to make?

CMS has made an effort with other MEAs (especially CITES), but CMS needs to increase its relevance to RFMOs, to the UN and to IUCN.

PROJECT AWARE FOUNDATION

Written interview with Ania Budziak on 31st August 2012

1. What is your organization's main expertise area/s?

Shark (including rays) conservation and assessment and prevention of marine debris through representation and engagement of the global scuba diving community. We represent scuba divers at key fora and, with over 800,000 supporters in 175 countries, we engage and support the global scuba diving community in on the ground conservation and advocacy activities closely linked to targeted conservation outcomes in the two focus areas of our work.

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both?

Convention itself in light of the 1) shark and ray species listed under various appendices and 2) UNEP/CMS/Resolution 10.4 on Marine Debris and the Sharks MoU

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both?

Both

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Limited organizational capacity at this point to be involved at a greater level				
3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	CITES, in particular in 2012, a year preceding the next meeting of the CoP became an AWARE priority given our small staff and limited resources. In terms of RFMO related work we get involved, usually through position statements or interventions when facilitated by other AWARE conservation partners present at relevant meetings.				
3.c) Which other MEAs and RFMOs is your organization involved?	CITES. Also, while not an MEAs or an RFMOs, we have been involved in the Honolulu Strategy development and hope to become a supporter of the UNEP Global Partnership for Marine Litter.				
3.d) What has been the basis of the decision for this time allocation or prioritization?	Global relevance, timing, opportunity to participate, and direct relationship to AWARE focus areas however AWARE's degree of effort is constrained by our resource limitations.				
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	We were not involved with CMS in the past. While Project AWARE has been in existence for 20 years, we have re-emerged as a new organization focused on shark conservation and marine debris in June of 2011. Since then, while we were not physically present at COP 10 we've cooperated with our partners to urge CMS Parties to provide protections for manta rays and were pleased with the listing of giant manta rays on CMS Appendices. Given CMS global nature and relevance to AWARE's focus areas we expect AWARE's involvement to be increasing.				
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%	
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	Don't think CMS is familiar with AWARE's work.				
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure	Not at all	Limited input	Moderately involved	Significant input
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	Public outreach (in general for NGOs not AWARE specific)				
4.c) What would you want to see in the next CMS Strategic Plan?	How, specifically, can NGOs be involved and assist in furthering the goals of the convention, increasing its reach and helping the implementation process				
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)					
5.a) Does the CMS Family appear to work well together?	N/A				
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	N/A				
5.c) Are CMS decisions taken reflected into	N/A				

other MEAs?	
6. How might CMS improve?	
6.a) How would your organization increase the effectiveness of CMS?	N/A
6.b) Would this result in an increase in the involvement of your organization?	N/A
6.c) Would this result in an increase in the involvement of other NGOs?	N/A
7. Are there other comments about CMS you wish to make?	
Just would like to take this opportunity to state that, in general and in particular with respect to question 5 and 6, we share the views expressed during the Civil Society Dialogue and summarized in the strategic context section of this document.	

SAHARA CONSERVATION FUND

Interview with John Newby on 20th July 2012

1. What is your organization's main expertise area/s?					
The Sahara Conservation Fund (SCF) works towards the conservation of the wildlife of the Sahara and its bordering Sahelian grasslands. Our vision is of a Sahara that is well conserved and where ecological processes function naturally, with plants and animals existing in healthy numbers across their historical range; a Sahara that benefits all its inhabitants and where support for its conservation comes from stakeholders across all sectors of society. SCF does this via three main axes: in situ conservation, reintroductions and restoration ecology, communications and awareness raising.					
2. Which areas of CMS and/or CMS agreement/s is your organization most involved?					
2.a) Do you focus on the mother convention, on the daughter agreements, or both?	The prime interest if the SCF is in CMS agreements, and specifically Sahelo-Saharan Megafauna Concerted Action, and very indirectly AEWA				
2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both?	A mixture of both. The CMS framework of a mother convention with daughter agreement offers great potential, especially for international collaboration, but the SCF is not sure the process is completely effective as yet				
3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?					
3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Low priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Implementing Sahelo-Saharan Megafauna Concerted Action directly for (or on behalf of) CMS. Other activities can be broadly linked back. Probably 90% of the organisations work is related to CMS Sahelo-saharan Megafauna. Apart from this one agreement, SCF input to other CMS business is minimal.					
3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Low priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3.c) Which other MEAs and RFMOs is your organization involved?	CBD				

3.d) What has been the basis of the decision for this time allocation or prioritization?	A range state meeting on Sahelo-saharan antelopes convened by CMS in 1998 was a key moment in the SCF evolution, and helped to cement future SCF ongoing involvement and focus				
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	About the same. As an implementer of projects supervised or globally coordinated by CMS. CMS has been instrumental as a door for certain funding opportunities. Since CMS has no capacity to implement on-the-ground projects and a very limited capacity to manage projects they need to work with partners for this work.				
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25% <input type="checkbox"/>	A bit less than half of our work 25-50% <input type="checkbox"/>	Significant proportion of work 50-75% <input checked="" type="checkbox"/>	Most of our work 75-100% <input type="checkbox"/>	
	Probably 90% of the organisations work is related to CMS but only specifically in regards to the Sahelo-Saharan Megafauna Concerted Action. The CMS Secretariat knows about this and to a lesser extent the COP but just how much is unknown.				
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure <input type="checkbox"/>	Not at all <input checked="" type="checkbox"/>	Limited input <input type="checkbox"/>	Moderately involved <input type="checkbox"/>	Significant input <input type="checkbox"/>
	SCF has not been involved in the overall work of the CMS as an international convention.				
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	Once a particular project is underway, SCF doesn't tend to depend on CMS, rather the role moves to SCF keeping CMS and Governments up to date. SCF is fairly happy with the arrangements as they are but we have all learned lessons regarding our various strengths and weaknesses. CMS is a good convenor but a poor project manager because of lack of adequate human resources.				
4.c) What would you want to see in the next CMS Strategic Plan?	Greater focus on building an atmosphere or environment for discussions about actual conservation work to be done in regions				
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)					
5.a) Does the CMS Family appear to work well together?	N/A, although the area that SCF focuses on seems to be quite coherent				
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	N/A, although SCF suspects not as well as might be possible				
5.c) Are CMS decisions taken reflected into other MEAs?	N/A				
6. How might CMS improve?					
6.a) How would your organization increase the effectiveness of CMS?	Secretariat suffers a lack of issue competent (focused) human resources. The engagement that we experience is very positive, but more engagement would be beneficial if there were more people with the time and skill sets available. The work we are engaged in is working fine as it is and CMS provides a framework to relate our work to.				
6.b) Would this result in an increase in the involvement of your organization?	Possibly, yes				
6.c) Would this result in an increase in the involvement of other NGOs?	Probably yes, especially if there was greater focus on 'drumming up support' for concerted actions				
7. Are there other comments about CMS you wish to make?					

SCF's perspective is very focused on the one agreement, however, we know that civil society is so often the driver of CMS conservation activities, but it should be a two way street. We get each other moving. Enthusiasm breeds activity and more enthusiasm.

SCF also wonders if agreements are always the most effective way or moving forward on particular issues. Perhaps informal processes can be equally effective. It would be helpful to investigate the different ways of working to see if alternatives might be more effective or less effective.

SOCIÉTÉ FRANÇAISE POUR L'ETUDE ET LA PROTECTION DES MAMMIFÈRES

Written interview with Stéphane Aulagnier on 12th September 2012

1. What is your organization's main expertise area/s?

1.a) What is your organization's main expertise area/s? The Société Française pour l'Etude et la Protection des Mammifères (SFPEM) focuses on the mammals of France (including overseas territories)

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both? Eurobats

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both? Both

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?

As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)

As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.c) Which other MEAs and RFMOs is your organization involved? None

3.d) What has been the basis of the decision for this time allocation or prioritization? SFPEM is a leader of bat conservation in and Eurobats is the main agreement dealing with French mammals.

3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing? SFPEM involvement is stable in terms of number of actions, but most actions are increasing (such as the European Bat Night that is involving more and more people). This activity will continue the same way.

3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?

A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SFPEM is a regular observer to the Eurobats Agreement meetings and report annually.

4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?

4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?

Not sure	Not at all	Limited input	Moderately involved	Significant input
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	Overseas expertise
4.c) What would you want to see in the next CMS Strategic Plan?	Development of agreements for bats in Central America and West Indies, in Indian Ocean and in the Pacific islands
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)	
5.a) Does the CMS Family appear to work well together?	At our level we are very few concerned by the mother convention and other daughter agreements
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	N/A
5.c) Are CMS decisions taken reflected into other MEAs?	N/A
6. How might CMS improve?	
6.a) How would your organization increase the effectiveness of CMS?	Participation to new bat agreements
6.b) Would this result in an increase in the involvement of your organization?	Yes
6.c) Would this result in an increase in the involvement of other NGOs?	Yes

STAY GREEN FOUNDATION

Interview with Baboucarr Mbye on 18th July 2012

1. What is your organization's main expertise area/s?

The Stay Green Foundation (SGF) is an environmental NGO working across all of the MEAs. The organization's focus is on environmental and natural resource management, which includes sustainable use of wetlands (including CMS programs), the restoration and reinforcement of forests, community level climate change adaptation programs, support to protected areas (including CMS programs) and with environmental education (in schools and community) as cross-cutting program. The organization strategically uses species conservation as flagships to help the community understand and commit to ecosystem conservation.

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both?	The SGF focuses most on the agreements that relate to West Africa and The Gambia, including AEWA and marine turtles. The SGF has some peripheral involvement also with the West African aquatic mammals MoU (at a very local level). The focus for the SGF on the parent convention (CMS) has been on strengthening a local understanding of relationship CMS has to the other MEAs
2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both?	CMS has two very important dimensions. It has a responsibility for international implementation of policies, but equally Governments have responsibility for national implementation, especially through local strategies. In regions like Africa the effectiveness of National level implementation is often a more important focus

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
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(ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10% <input type="checkbox"/>	Part-time priority 10-25% <input type="checkbox"/>	Medium priority 25-50% <input type="checkbox"/>	Significant Priority 50-75% <input type="checkbox"/>	Major focus 75-100% <input checked="" type="checkbox"/>
3.c) Which other MEAs and RFMOs is your organization involved?	Ramsar, CBD, Climate Change, REDD+, Land Degradation, Stockholm, Basel				
3.d) What has been the basis of the decision for this time allocation or prioritization?	SGF gives great attention to building the understanding of the synergies and connectedness of all the MEAs, and seeking to have these reflected at the national level. Therefore it is important to remain across all of the MEAs of relevance to The Gambia				
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	SGF's involvement with CMS has been at a consistent level for the past 3 and 6 year. The organization will probably intensify its CMS related efforts in the coming period, especially on Trans-boundary issues with Senegal				
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25% <input checked="" type="checkbox"/>	A bit less than half of our work 25-50% <input type="checkbox"/>	Significant proportion of work 50-75% <input type="checkbox"/>	Most of our work 75-100% <input type="checkbox"/>	
The CMS secretariat and the COP are not aware hence National Focal Points do not include NGO contributions in their reports and there is no NGO Focal Point for CMS in my country.					
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure <input type="checkbox"/>	Not at all <input type="checkbox"/>	Limited input <input checked="" type="checkbox"/>	Moderately involved <input type="checkbox"/>	Significant input <input type="checkbox"/>
SGF was not directly involved, but indirectly contributed through the national policy process					
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	SGF and other regional NGOs are not well integrated into strategical planning and thinking, especially where community environmental education is required. -- SGF and other similar NGOs could play a much more central role in reinforcing and building understanding of the synergies between MEAs at a local level, helping decisions to be better implemented at the national level				
4.c) What would you want to see in the next CMS Strategic Plan?	The next CMS Strategic plan would wisely draw in much greater cooperation with NGOs, and especially capacity building with local NGOs in developing regions. -- SGF believes that active participation and harmonization of NGOs activities with CMS activities, with a special focus on capacity building, would increase national implementation				
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)					
5.a) Does the CMS Family appear to work well together?	The agreements have developed well, but are now quite numerous. This has caused some gaps in synergies and coherence. Having so many agreements with individual secretariats and infrastructure is perhaps reducing the CMS Family coherence. Strategically bringing CMS activities together under one umbrella would strengthen the CMS family. Greater focus should be on working as a team rather working as separate departments				

5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	Decisions are reflected, but not well implemented, at a national level (around the world). Also, many stakeholders don't fully understand the implications of the policies. As CMS does not appear to have the mechanisms to monitor the implementation, there is little tracking of how well implementation is progressing.
5.c) Are CMS decisions taken reflected into other MEAs?	Yes. For the MEAs that SGF works within there is reflection of CMS decisions, and increasingly there is a greater awareness of the similarities between the MEAs. However, there is still more to be done to increase implementation.
6. How might CMS improve?	
6.a) How would your organization increase the effectiveness of CMS?	CMS effectiveness would be dramatically increased if the CMS Familyworked more directly with local NGOs, through local on-ground projects.
6.b) Would this result in an increase in the involvement of your organization?	Yes
6.c) Would this result in an increase in the involvement of other NGOs?	Yes
7. Are there other comments about CMS you wish to make?	
CMS in my country is very or least unknown both at national and community levels. This is because everything is centred around the national focal point. Besides, CMS unlike UNFCCC has no funds and therefore there are no on-the ground programs.	

WHALE AND DOLPHIN CONSERVATION

Interview with Nicola Hodgins on 3rd July 2012

1. What is your organization's main expertise area/s?											
Whale and Dolphin Conservation (WDC, <i>previously known as the Whale and Dolphin Conservation Society - WDCS</i>) is a leading global charity dedicated to the conservation and welfare of all whales and dolphins (cetaceans). WDC focuses on the protection of cetaceans at an individual and also a species level. WDC's work is scientifically based, with a major investment in cetacean research around the world. WDC has an international perspective											
2. Which areas of CMS and/or CMS agreement/s is your organization most involved?											
2.a) Do you focus on the mother convention, on the daughter agreements, or both?	WDC focuses on both the parent convention and its processes, as well as the four cetacean related daughter agreements - ACCOBAMS, ASCOBANS, the Pacific Cetaceans MoU and the West African Aquatic Mammals MoU.										
2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both?	CMS should be a tool to deliver both national and international implementation. In WDC's experience, the international implementation is quite strong, although not well connected to other processes. National implementation appears to be much weaker.										
3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?											
3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	<table border="1"> <thead> <tr> <th>As needs < 10%</th> <th>Part-time priority 10-25%</th> <th>Medium priority 25-50%</th> <th>Significant Priority 50-75%</th> <th>Major focus 75-100%</th> </tr> </thead> <tbody> <tr> <td><input type="checkbox"/></td> <td><input checked="" type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> <td><input type="checkbox"/></td> </tr> </tbody> </table> <p>Although WDC considers CMS and its agreements to be important MEAs, using the measure of time realistically CMS is a comparatively</p>	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%							
<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>							

	part-time priority for the organization, although in specific areas such as the Pacific Cetaceans MoU it is a major focus for WDC				
3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
	WDC spends a proportionately greater time investment in other MEAs. Using the measure of time, other MEAs are a significant priority				
3.c) Which other MEAs and RFMOs is your organization involved?	CITES, IWC, SPAW, CCAMLR				
3.d) What has been the basis of the decision for this time allocation or prioritization?	WDC's assessment is that CITES delivers more tangible and binding outcomes. IWC has historically been a fundamental issue for WDC as an organization, and the annual frequency dictates a more significant time investment. WDCS also invests a proportion of time to SPAW and CCAMLR because of the regional opportunity they offer				
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	WDC's level of involvement has, by necessity, decreased marginally from 3 years ago, and significantly from 6 years ago. 6 years ago WDCS seconded staff to the Secretariat and was significantly involved in the delivery of CMS core work. However, the organization has continued to deliver technical work for the Secretariat after the secondment ended. WDC has also maintained staff exclusively to support the technical delivery of the Pacific Cetaceans MoU, and provides constant and core technical support (through the Advisory Committee) to ASCOBANS and to a degree ACCOBAMS. Involvement with CMS has only been decreasing because of funding availability. Into the future, at a minimum, WDC's current level of involvement will be maintained. Ideally WDC would like the organization's commitment to increase as the funding becomes available again. WDC wants to increase commitment to work that is going to be implemented on the ground.				
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%	
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
	A significant proportion of WDC's work overlaps with CMS related activities, but is not done deliberately or intentionally for CMS. It is likely that CMS Parties have little idea about extent of this work, as there is little formal way of notifying anyone about it.				
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure	Not at all	Limited input	Moderately involved	Significant input
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	WDC expertise and resources are not drawn upon by CMS Parties. WDC believes that one of the points of being a Partner should be that the organization is a resource to be drawn upon for advice and technical support at an international level and national level. The CMS Secretariat draws upon WDCS expertise, but there is almost no in-country call for WDC input or support				
4.c) What would you want to see in the next CMS Strategic Plan?	Better use of Partner organizations to provide actual on-ground implementation.				
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work					

together, and is there consistency in policy adoption and implementation?)	
5.a) Does the CMS Family appear to work well together?	To certain extent the CMS Family seems to work together, but there are definitely significant gaps, and agreements can place themselves quite separate
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	Decisions on issues or progress in one area are not translated very well within the CMS Family. Information may be passed, but there does not appear to be much coherence at this level
5.c) Are CMS decisions taken reflected into other MEAs?	Very little. Almost none at all
6. How might CMS improve?	
6.a) How would your organization increase the effectiveness of CMS?	Actively engage civil society to help implement the resolutions and decisions that have been passed.
6.b) Would this result in an increase in the involvement of your organization?	Yes
6.c) Would this result in an increase in the involvement of other NGOs?	Yes
7. Are there other comments about CMS you wish to make?	
WDC believes in CMS and is committed to working towards better implementation. However, further WDC support is limited by both funding (for NGOs and developing country Governments) and perceived commitment of Governments to implementation. To increase civil society's involvement, these two area need to be addressed. We also believe that Partner organisations contributions to the CMS Family should be more transparently represented.	

WORLD LAND TRUST

Interview with John Burton on 13th July 2012

1. What is your organization's main expertise area/s?	
<p>The mission of the World Land Trust (WLT) is to protect and sustainably manage natural ecosystems of the world. The WLT seeks to conserve biodiversity, with emphasis on threatened habitats and endangered species; to develop partnerships with local individuals, communities and organizations to engage support and commitment among the people who live in project areas; to raise awareness, in the UK and elsewhere, of the need for conservation; and to improve understanding and generate support through education, information and fundraising.</p> <p>The WLT differs from many other international NGOs in that the organisation places an emphasis on supporting local conservation groups and working through local partners. The WLT consciously relies on local expertise, rather than putting WLT staff in charge of local operations.</p>	
2. Which areas of CMS and/or CMS agreement/s is your organization most involved?	
2.a) Do you focus on the mother convention, on the daughter agreements, or both?	WLT keeps an eye on the parent convention, but is mostly interested in the development of CMS agreements (especially Euro Bats). But this is also partly because of personal interests of staff.
2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both?	CMS is a tool to deliver both national and international implementation. However, it is absolutely essential that regional and national agreements operate within an international context. It is also important to recognize that within some national contexts, there is the need for internal agreement between territories, provinces or regions of one country that might have significantly different cultural and political contexts. Understanding regional complexities is vital since some states are vast.
3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral	

Environment Agreements (MEAs)?					
3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WLT stays involved with CMS on an as needs basis					
3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
As needs, although if REDD+ is considered the amount is 20%+					
3.c) Which other MEAs and RFMOs is your organization involved?	CBD, UNFCCC, REDD+				
3.d) What has been the basis of the decision for this time allocation or prioritization?	Climate change and deforestation are 'fund generators' for conservation work, and therefore the organization has viewed these as important avenues through which to pursue general conservation efforts				
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	WLT's level of involvement is currently about the same as 3 and 6 years ago. It is possible that the involvement will increase because of emerging transnational issues, especially in Latin America.				
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Doubtful that our work is known about within CMS					
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure	Not at all	Limited input	Moderately involved	Significant input
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	WLT is probably well enough utilized at present. Indirectly, those who need us drawn on our expertise; possibly our experiences with wildlife corridors are relevant				
4.c) What would you want to see in the next CMS Strategic Plan?	More specific focus on the development and management of wildlife corridors, particularly transnational corridors.				
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)					
5.a) Does the CMS Family appear to work well together?	N/A				
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	N/A				
5.c) Are CMS decisions taken reflected into other MEAs?	N/A				
6. How might CMS improve?					
6.a) How would your organization increase the effectiveness of CMS?	Through the creation of a compliance mechanism, such as an infractions committee. At present there is no way for civil society redress when implementation of decisions is not carried forward. CMS as a body does not raise concern about poor implementation, nor about activities that are in direct conflict or contradiction with decisions taken.				

	Also, Governments in many regions are unaware of how to use CMS, and so better education and support of Government officials to increase implementation would be another priority; possibly training along the lines of that undertaken for CITES Parties could be useful.
6.b) Would this result in an increase in the involvement of your organization?	Yes - through the Partner Organizations
6.c) Would this result in an increase in the involvement of other NGOs?	Yes - significantly
7. Are there other comments about CMS you wish to make?	
The agreements are almost more important than the parent convention. But strengthening them is important. Agreements can make use of regional 'edges', and can have great conservation impact. Not enough attention is given to using the convention to trend conservation, rather there is a reliance on science to inform the convention	

WILDLIFE CONSERVATION SOCIETY

Interview with Howard Rosenbaum, Liz Macfie, Natalia Piland on 12th August 2012

1. What is your organization's main expertise area/s?

The Wildlife Conservation Society (WCS) saves wildlife and wild places worldwide. We do so through science, global conservation, education and the management of the world's largest system of urban wildlife parks, led by the flagship Bronx Zoo. Together these activities change attitudes towards nature and help people imagine wildlife and humans living in harmony. WCS is committed to this mission because it is essential to the integrity of life on Earth.

The Wildlife Conservation Society, founded in 1895, has the clear mission to save wildlife and wild places across the globe. Our story began in the early 1900's when we successfully helped the American bison recover on the Western Plains. Today, we protect many of the world's iconic creatures here and abroad, including gorillas in the Congo, tigers in India, wolverines in the Yellowstone Rockies, and ocean giants in our world's amazing seascapes.

During our 115 years, we have forged the power of our global conservation work and the management of our five parks in New York City to create the world's most comprehensive conservation organization. We currently manage about 500 conservation projects in more than 60 countries; and educate millions of visitors at our five living institutions in New York City on important issues affecting our planet. Our parks include: the Bronx Zoo, New York Aquarium, Central Park Zoo, Prospect Park Zoo and Queens Zoo.

With a commitment to protect 25 percent of the world's biodiversity, we address four of the biggest issues facing wildlife and wild places: climate change; natural resource exploitation; the connection between wildlife health and human health; and the sustainable development of human livelihoods. While taking on these issues, we manage more than 200 million acres of protected lands around the world, with more than 200 scientists on staff.

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both?

Both. WCS's work is regional by nature and so there is a natural affinity to focusing on the daughter agreements of CMS, but WCS also recognizes that the parent convention is an important mechanism through which work can be coordinated and prioritized.

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both?

Mostly CMS operates as a tool for delivering international implementation. However, it is vital that this work is then manifest at a national level as well. This is perhaps an area where CMS might be strengthened.

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Given our regional, species focused work around the world, WCS commits a significant amount of its time working towards CMS objectives, however, the recognition of this work through CMS process has not always been so transparent therefore the recognized work is likely <10%					
3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WCS does place a greater emphasis on other MEAs and in particular CITES, IWC and some of the RFMOs					
3.c) Which other MEAs and RFMOs is your organization involved?	IWC, CBD, CITES, IMO, a number of RMFOs				
3.d) What has been the basis of the decision for this time allocation or prioritization?	While WCS remains very committed to CMS, the reality is that other mechanisms appear to have greater compliance. Parties follow through with their commitments and we see greater conservation gain being tracked. As WCS is obliged to place its emphasis where conservation outcomes are going to be greatest, we would like to see CMS increase its compliance to meet (or even better) these other MEAs, because the focus of the convention is core to the work that we do, but until such time we will probably retain the balance as it stands				
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	WCS has been consistently involved in CMS related work for a considerable time now. The involvement has perhaps been more obvious since we signed a Partnership Agreement with the Secretariat. We would like to increase our involvement into the future, if CMS is able to increase conservation implementation				
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
Broadly speaking and given some of species remit under CMS, considerable work is done by WCS that relates to CMS in some way					
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure	Not at all	Limited input	Moderately involved	Significant input
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
We had limited input through a number of NGO comment processes at the time.					
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	WCS is such a natural partner for CMS and all of its agreements, but the approach from CMS is often not strategically laid out, and therefore the potential networking, scientific and technical support we could offer is not made use of. A number of times we have found ourselves drawn into areas on an ad hoc basis (ie to propose a short term research activities or to support a meeting), when we know that had the approach been more strategically designed, and with longer-term goals agreed between us, the WCS contribution could have been considerably more and with much better conservation outcomes for CMS. This type of approach would also make the task of finding core funds easier to fulfill				

4.c) What would you want to see in the next CMS Strategic Plan?	<p>Agree to achieve key areas of work, and monitoring the impact that conservation work is having on species conservation</p> <p>A systematic and longer-term approach to partners</p> <p>A discussion within the CMS Family about how best to increase the implementation of CMS priority areas, and how to monitor and measure that implementation</p>
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)	
5.a) Does the CMS Family appear to work well together?	N/A
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	To some extent, yes
5.c) Are CMS decisions taken reflected into other MEAs?	CMS progress is often reported and perhaps discussed, especially in key scientific fora. It is less obvious if there is a flow through of political influence.
6. How might CMS improve?	
6.a) How would your organization increase the effectiveness of CMS?	<p>A more strategic approach to achieve key area of work, and monitoring the impact that conservation work is having on species conservation</p> <p>A more strategic and logical (programmatic) approach to partners</p> <p>A series of priorities areas that CMS is seeking to fulfill, with a consistent mechanisms for partners to engage and contribute in the development of programs associated with these areas</p> <p>A discussions within the CMS Family about how best to increase the implementation of CMS priority areas, and how to monitor and measure that implementation</p>
6.b) Would this result in an increase in the involvement of your organization?	Probably, yes
6.c) Would this result in an increase in the involvement of other NGOs?	Yes, especially as WCS would be able to bring a solid network of local NGOs into the work of CMS

WORLD WIDE FUND FOR NATURE - WEST AFRICAN MARINE PROGRAMME OFFICE

Interview with Mamadou Diallo on 2nd August 2012

1. What is your organization's main expertise area/s?

1.a) What is your organization's main expertise area/s?	<p>World Wide Fund for Nature (WWF) was born into this world in 1961 and has grown to be one of the largest environmental organizations in the world. Currently there are more than 1300 WWF conservation projects underway around the world. The vast majority of these focus on local issues. They range from school nature gardens in Zambia, to initiatives that appear on the packaging in your local supermarket. From the restoration of orangutan habitats to the establishment of giant panda reserves.</p> <p>Almost all our work involves partnerships. We team up with local non-profit agencies and other global NGOs. We form relationships with village elders, local councils and regional government offices. And in this day and age of globalization, critically, we work with businesses who are willing to change.</p> <p>WWF 's West African Marine Programme Office (WAMPO) started in</p>
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2000 and is run from Dakar, Senegal. It is designed to address critical marine biodiversity and fisheries issues in the ecoregion. The project consists of 4 modules and a strong communications element. These modules are:

- Supporting and Creating Marine Protected Areas
- Sustainable Fisheries
- Fisheries Access Agreements
- Threatened Species
- External Threats (Oil & Gas)

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both? WAMPO's focus is primarily on CMS, but we do not exclude daughter agreements if there is need to take them into account

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both? CMS as a convention requires both international and national implementation

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The level of involvement fluctuates with the level of funding available to WAMPO. As there are no funds at the moment, we dedicate less time to it

	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

WAMPO is focusing heavily on CBD at present - at least 25% of our time - because of a funded programme. WAMER also gives some limited focused attention to CITES and IWC

3.c) Which other MEAs and RFMOs is your organization involved? CBD (and a small amount on CITES, and IWC), also RFMOs and sub-regional commission for fisheries

3.d) What has been the basis of the decision for this time allocation or prioritization? As a regional programme WAMPO is heavily dependent on funding and developing partnerships to allocate time to conventions

3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing? 3 years ago WAMPO was prone to commit much more time to CMS, as we just signed the agreement. Our commitment will depend on availability of funds.

	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

We devote time to IWC

4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?

	Not sure	Not at all	Limited input	Moderately involved	Significant input
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes? WAMPO's regional work on marine turtles as well as the action plan on conservation of cetaceans in the region are key areas that are under-utilized by CMS

4.c) What would you want to see in the next CMS Strategic Plan?	CMS appears to be working with national Governments which is good, but a better relationship with NGOs in the region and in particular with regional offices would be important. Funding focused on activities for regional species - including cetaceans, marine turtles and birds in West Africa should be a priority to secure
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)	
5.a) Does the CMS Family appear to work well together?	N/A
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	N/A
5.c) Are CMS decisions taken reflected into other MEAs?	Yes
6. How might CMS improve?	
6.a) How would your organization increase the effectiveness of CMS?	Activities in the field and on the ground would help to increase CMS's relevance CMS communications within the region is very weak compared to CBD, IWC, CITES. Increasing the profile of CMS would help to increase implementation. CMS decisions and policy taken seem to languish. Finding mechanisms to have them 'move' would also increase buy-in
6.b) Would this result in an increase in the involvement of your organization?	Yes
6.c) Would this result in an increase in the involvement of other NGOs?	Yes
7. Are there other comments about CMS you wish to make?	
CMS is a good convention that is naturally tuned to conservation, but CMS has to be more aggressive secure its place and to be effective. Having CMS with a presence in the field could be very important	

NGO QUESTIONNAIRE: THE RELATIONSHIP NGOs HAVE WITH CMS AGREEMENTS

An online survey was conducted between February and March 2013, with a specific focus on the NGO relationships with each of the CMS daughter agreements (both Agreements and Memorandum of Understanding). 50 NGO responses were received in total

ACAP (AGREEMENT ON THE CONSERVATION OF ALBATROSSES AND PETRELS)

1. The timeframe of responding organisational involvement with the agreement ranged from:
 - involvement since the beginning
 - to long term
2. In characterising their expertise area or role in relation to the agreement:
 - half said they were very involved in the delivery of conservation activities
 - all said they used the agreement as a political influence forum
 - all said they used the agreement as a scientific communication forum
 - half said they would increase involvement in the agreement when capacity is available
3. The conservation progress on agreement priorities were felt to be:

- acceptable, but could be better
4. The Agreement's adaption to new or emerging issues or threats was felt to be:
 - very flexible
 5. The collective (Government, Secretariat and NGO) commitment to agreed conservation activities ranged from feeling it was:
 - a solid commitment
 - acceptable, but could be better
 6. National implementation was felt to be:
 - acceptable, but could be better
 7. The agreement has enough Secretariat capacity
 8. Scientific advice plays a strong role in the agreement's progress

One respondent commented that the Working Group Chairs would probably like more Secretariat support but, unless more Parties join, funding this would be at the expense of more practical work
 9. The agreement is effective in influencing discussions and decisions in other fora

ACCOBAMS (AGREEMENT ON THE CONSERVATION OF CETACEANS OF THE BLACK SEA, MEDITERRANEAN SEA AND CONTIGUOUS ATLANTIC AREA)

1. The timeframe of responding organisational involvement with the agreement ranged from:
 - Long term (the majority)
 - Part-time
2. In characterising their expertise area or role in relation to the agreement:
 - all said they were very involved in the delivery of conservation activities
 - all said they used the agreement as a political influence forum
 - all said they used the agreement as a scientific communication forum
 - all said they will increase involvement in the agreement when capacity is available

One respondent commented that ACCOBAMS has mostly become about administration. Parties are not implementing the agreed commitments
3. The conservation progress on agreement priorities ranged from:
 - acceptable, but could be better
 - no comment
4. The agreement's adaption to new or emerging issues or threats ranged from:
 - the agreement is very flexible
 - acceptable, but could be better (the majority)
5. The collective (Government, Secretariat and NGO) commitment to agreed conservation activities ranged from feeling it was:
 - solid commitment
 - acceptable, but could be better
 - very low
6. National implementation was felt to be:
 - very low
7. The majority felt that the agreement does not have enough Secretariat capacity
8. The opinion was equally split about scientific advice playing a strong role in the agreement's progress.

One respondent commented that the Scientific Committee toils hard, but too many decisions are deflected to them, and there is simply not enough action to warrant the volunteer efforts
9. The opinion about the agreement effective in influencing discussions and decisions in other fora ranged from:
 - Yes, it is effective
 - No, it is not effective
 - Other fora are not important to the agreement

AEWA (AFRICAN-EURASIAN WATERBIRD AGREEMENT)

1. The timeframe of responding organisational involvement with the agreement ranged from:
 - since the beginning
 - long term
 - part-time
2. In characterising their expertise area or role in relation to the agreement:
 - very involved in all areas of the agreement
 - very involved in the delivery of conservation activities
 - very involved in the delivery of administration/secretariat functions
 - attend all meetings, but urge governments or other actors to take the work forward
 - use the agreement as a political influence forum
 - use the agreement as a scientific communication forum
 - mostly monitor the agreement's progress
 - will increase involvement in the agreement when capacity is available

One respondent illustrated their involvement by commenting that have/will work with AEWA in the development of Species Action Plan including the organisation and hosting of a workshop. They saw this level of involvement as an opportunity and platform to develop a prioritised conservation plan for Africa and also a means to influence government
3. The conservation progress on agreement priorities ranged from feeling it was:
 - strong and effective
 - acceptable, but could be better
4. The agreement's adaption to new or emerging issues or threats ranged from feeling:
 - the agreement is very flexible
 - acceptable, but could be better
5. The collective (Government, Secretariat and NGO) commitment to agreed conservation activities ranged from feeling it was:
 - solid commitment
 - acceptable, but could be better
 - very low
6. National implementation was felt to be:
 - acceptable, but could be better
 - very low
7. The agreement does not have enough Secretariat capacity

One respondent qualified their answer with the comment that they might have enough capacity for what is done now, but additional assistance would the Secretariat to be more productive and stronger in ensuring the implementation of the recommendations
8. Scientific advice plays a strong role in the agreement's progress
9. The agreement is not effective in influencing discussions and decisions in other fora

ASCOBANS (AGREEMENT ON THE CONSERVATION OF SMALL CETACEANS OF THE BALTIC, NORTH EAST ATLANTIC, IRISH AND NORTH SEAS)

1. The timeframe of responding organisational involvement with the agreement ranged from:
 - since the beginning
 - long term
2. In characterising their expertise area or role in relation to the agreement:
 - very involved in all areas of the agreement
 - very involved in the delivery of conservation activities
 - attend all meetings, but urge governments or other actors to take the work forward
 - use the agreement as a political influence forum
 - use the agreement as a scientific communication forum
 - will increase involvement in the agreement when capacity is available
3. The conservation progress on agreement priorities ranged from feeling it was:
 - acceptable, but could be better

- the agreement is not delivering much
- The agreement's adaption to new or emerging issues or threats ranged from feeling it was:
 - acceptable, but could be better
 - the agreement is inflexible
 - The collective (Government, Secretariat and NGO) commitment to agreed conservation activities ranged from feeling it was:
 - acceptable, but could be better
 - National implementation was felt to be:
 - very low
 - The agreement has enough Secretariat capacity
 - Scientific advice plays a strong role in the agreement's progress

One respondent commented that perhaps the emphasis of scientific certainty was too strong. That to become more effective ASCOBANS might need to accepted greater scientific uncertainty, and place greater emphasis on the precautionary principle
 - The agreement is not effective in influencing discussions and decisions in other fora

One respondent commented that ASCOBANS does not have influence in European processes that it should have, and that parties should placed greater emphasis on this in their positions.

One respondent added a general comment that ASCOBANS should be reporting on its progress by now, but that Parties seemed to place little emphasis of appropriate assessment of detail. They felt it was impossible to contribute to what needs to be done next when organisations are not able to transparently understand what has been implemented and what has not, and more importantly what conservation benefits have been gained.

ATLANTIC MARINE TURTLES (MEMORANDUM OF UNDERSTANDING CONCERNING CONSERVATION MEASURES FOR MARINE TURTLES OF THE ATLANTIC COAST OF AFRICA)

There were no NGO responses relating to the Atlantic Marine Turtles agreement

BUKHARA DEER (MEMORANDUM OF UNDERSTANDING CONCERNING CONSERVATION AND RESTORATION OF THE BUKHARA DEER (CERVUS ELAPHUS BACTRIANUS))

- The timeframe of responding organisational involvement with the agreement ranged from:
 - since the beginning
 - occasional (the majority)
- In characterising their expertise area or role in relation to the agreement:
 - very involved in all areas of the agreement
 - very involved in the delivery of conservation activities
 - use the agreement as a political influence forum
 - will increase involvement in the agreement when capacity is available
- The conservation progress on agreement priorities was felt to be:
 - strong and effective
- The agreement's adaption to new or emerging issues or threats was felt to be:
 - acceptable, but could be better
- The collective (Government, Secretariat and NGO) commitment to agreed conservation activities ranged from feeling it was:
 - acceptable, but could be better
- National implementation was felt to be:
 - acceptable, but could be better
- The agreement does not have enough Secretariat capacity

One respondent commented that Secretariat capacity has only been available for 2 years and that this has compromised effectiveness
- Opinion was divided about scientific advice playing a strong role in the agreement's progress. Some felt it did.

Other felt is did not

9. Some felt that the agreement is effective in influencing discussions and decisions in other fora (such as CBD).
Others felt that other fora are not important to the agreement

DUGONG (MEMORANDUM OF UNDERSTANDING ON THE CONSERVATION AND MANAGEMENT OF DUGONGS (*DUGONG DUGON*) AND THEIR HABITATS THROUGHOUT THEIR RANGE)

1. The timeframe of responding organisational involvement with the agreement was:
 - since the beginning
2. In characterising their expertise area or role in relation to the agreement:
 - very involved in the delivery of conservation activities
 - attend all meetings, but urge governments or other actors to take the work forward
 - use the agreement as a political influence forum
3. The conservation progress on agreement priorities were felt to be:
 - acceptable, but could be better
4. The agreement's adaption to new or emerging issues or threats was felt to be:
 - acceptable, but could be better
5. The collective (Government, Secretariat and NGO) commitment to agreed conservation activities ranged from feeling it was:
 - acceptable, but could be better
6. National implementation was felt to be:
 - very low
7. The agreement has enough Secretariat capacity
8. Scientific advice plays a strong role in the agreement's progress
9. The agreement is not effective in influencing discussions and decisions in other fora

EUROBATS (AGREEMENT ON THE CONSERVATION OF POPULATIONS OF EUROPEAN BATS)

1. The timeframe of responding organisational involvement with the agreement was:
 - long term
2. In characterising their expertise area or role in relation to the agreement:
 - very involved in the delivery of conservation activities
 - attend all meetings, but urge governments or other actors to take the work forward
 - use the agreement as a political influence forum
 - use the agreement as a scientific communication forum
 - mostly monitor the agreement's progress
3. The conservation progress on agreement priorities were felt to be:
 - acceptable, but could be better
4. The agreement's adaption to new or emerging issues or threats was felt to be:
 - acceptable, but could be better
5. The collective (Government, Secretariat and NGO) commitment to agreed conservation activities ranged from feeling it was:
 - acceptable, but could be better
6. National implementation was felt to be:
 - acceptable, but could be better
7. The agreement has enough Secretariat capacity
8. Scientific advice plays a strong role in the agreement's progress
9. The agreement is not effective in influencing discussions and decisions in other fora

GORILLA (AGREEMENT ON THE CONSERVATION OF GORILLAS AND THEIR HABITATS)

1. The timeframe of responding organisational involvement with the agreement ranged from:
 - long term

- part-time
2. In characterising their expertise area or role in relation to the agreement:
 - very involved in the delivery of conservation activities
 - use the agreement as a political influence forum
 - use the agreement as a scientific communication forum
 - mostly monitor the agreement's progress
 - will increase involvement in the agreement when capacity is available

One respondent commented that this agreement lacks leadership. The threats are well know and there is plenty of data is available, but the data needs to be sued for conservation, not meetings.
 3. The conservation progress on agreement priorities were felt to be:
 - the agreement is not delivering much
 4. The agreement's adaption to new or emerging issues or threats was felt to be:
 - the agreement is inflexible
 5. The collective (Government, Secretariat and NGO) commitment to agreed conservation activities ranged from feeling it was:
 - very low
 6. National implementation was felt to be:
 - very low
 7. The agreement does not have enough Secretariat capacity
 8. Scientific advice does not plays a strong role in the agreement's progress

One respondent commented that this is not because science is not readily available. It should be collected, presented and used to make decision on key issues - not just administration
 9. The agreement is not effective in influencing discussions and decisions in other fora

One respondent commented that the Gorilla agreement is a gift being used poorly. A plan should be developed to aggressively take the agreement forward, in collaboration with GRASP and other bodies. This is a flagship species that would be good for CMS's profile

IOSEA (MEMORANDUM OF UNDERSTANDING ON THE CONSERVATION AND MANAGEMENT OF MARINE TURTLES AND THEIR HABITATS OF THE INDIAN OCEAN AND SOUTH-EAST ASIA)

1. The timeframe of responding organisational involvement with the agreement was:
 - part-time
2. Characterising their expertise area or role in relation to the agreement ranged from:
 - very involved in all areas of the agreement
 - use the agreement as a scientific communication forum
 - mostly monitor the agreement's progress
 - will increase involvement in the agreement when capacity is available

One respondent commented that IOSEA is a helpful agreement to have, but doesn't seem to get the attention it deserves. It is consistent in it meeting outcomes, production of data and distribution of information, but it is not well integrated with other MEAs or with the NGO community.

Another respondent commented that it was difficult for regional or local NGOs to provided greater support because they have insufficient financial support themselves or else operate in Countries where the relationship between NGOs and Government are less trustful.
3. The conservation progress on agreement priorities ranged from:
 - strong and effective
 - the agreement is not delivering much
4. The agreement's adaption to new or emerging issues or threats ranged from:
 - the agreement is very flexible
 - the agreement is inflexible
5. The collective (Government, Secretariat and NGO) commitment to agreed conservation activities ranged from feeling it was:

- acceptable, but could be better
 - very low
6. National implementation was felt to be:
- acceptable, but could be better
 - very low
7. Opinion was divided about if agreement has enough Secretariat capacity. Some felt it did. Other felt it did not
8. Scientific advice plays a strong role in the agreement's progress
9. The agreement is effective in influencing discussions and decisions in other fora
Some felt that other fora are not important to the agreement

One respondent commented that CBD and CITES were fora it should influence.

Another respondent suggested that compared to some other agreements, IOSEA works well, but doesn't have enough profile

MONK SEAL (MEMORANDUM OF UNDERSTANDING CONCERNING CONSERVATION MEASURES FOR THE EASTERN ATLANTIC POPULATIONS OF THE MEDITERRANEAN MONK SEAL (*MONACHUS MONACHUS*))

1. The timeframe of responding organisational involvement with the agreement was:
 - long term
2. In characterising their expertise area or role in relation to the agreement:
 - very involved in all areas of the agreement
3. The conservation progress on agreement priorities were felt to be:
 - acceptable, but could be better
4. The agreement's adaption to new or emerging issues or threats was felt to be:
 - acceptable, but could be better
5. The collective (Government, Secretariat and NGO) commitment to agreed conservation activities ranged from feeling it was:
 - acceptable, but could be better
6. National implementation was felt to be:
 - acceptable, but could be better
7. The agreement does not have enough Secretariat capacity
8. Scientific advice plays a strong role in the agreement's progress
9. The agreement is effective in influencing discussions and decisions in other fora

PACIFIC CETACEANS (MEMORANDUM OF UNDERSTANDING FOR THE CONSERVATION OF CETACEANS AND THEIR HABITATS IN THE PACIFIC ISLANDS REGION)

1. The timeframe of responding organisational involvement with the agreement ranged from:
 - since the beginning
 - long term

One respondent comment that they had been involved since the agreement was nothing more than an idea, but its progress is far too slow
2. In characterising their expertise area or role in relation to the agreement:
 - very involved in all areas of the agreement
 - very involved in the delivery of conservation activities
 - very involved in the delivery of administration/secretariat functions
 - attend all meetings, but urge governments or other actors to take the work forward
 - use the agreement as a political influence forum
 - use the agreement as a scientific communication forum
 - mostly monitor the agreement's progress
 - will increase involvement in the agreement when capacity is available
3. The conservation progress on agreement priorities were felt to be:

- acceptable, but could be better (the majority)
 - the agreement is not delivering much
4. The agreement's adaption to new or emerging issues or threats was felt to be:
- acceptable, but could be better
 - the agreement is inflexible (the majority)
5. The collective (Government, Secretariat and NGO) commitment to agreed conservation activities ranged from feeling it was:
- acceptable, but could be better (the majority)
 - very low
6. National implementation was felt to be:
- very low
7. The agreement does not have enough Secretariat capacity
- One respondent comment that Secretariat is practically non-existent except during meetings. The agreement seems to rely on the goodwill of NGOs*
8. Scientific advice plays a strong role in the agreement's progress
- One respondent commented that the Secretariat could use available science much better.*
9. The agreement is not effective in influencing discussions and decisions in other fora. Some felt that other fora were not important to the agreement

One respondent added that this is a really important agreement for CMS, that is just not taken seriously enough by the convention. They were concerned that those who are involved will only stay involved if the agreement begins to deliver conservation

RAPTORS (MEMORANDUM OF UNDERSTANDING ON THE CONSERVATION OF MIGRATORY BIRDS OF PREY IN AFRICA AND EURASIA)

1. The timeframe of responding organisational involvement with the agreement ranged from:
- since the beginning
 - long term
 - part-time
2. In characterising their expertise area or role in relation to the agreement:
- very involved in all areas of the agreement
 - very involved in the delivery of conservation activities (the majority)
 - very involved in the delivery of administration/secretariat functions
 - attend all meetings, but urge governments or other actors to take the work forward
 - use the agreement as a political influence forum
 - use the agreement as a scientific communication forum (the majority)
 - mostly monitor the agreement's progress
 - will increase involvement in the agreement when capacity is available
3. The conservation progress on agreement priorities ranged from feeling it was:
- strong and effective
 - acceptable, but could be better (the majority)
 - the agreement is not delivering much
 - no comment
4. The agreement's adaption to new or emerging issues or threats ranged from feeling it was:
- the agreement is very flexible
 - acceptable, but could be better (the majority)
 - the agreement is inflexible
 - no comment
5. The collective (Government, Secretariat and NGO) commitment to agreed conservation activities ranged from feeling it was:
- solid commitment
 - acceptable, but could be better (the majority)

- very low
6. National implementation ranged from feeling it was:
- acceptable, but could be better (the majority)
 - very low
7. Opinion was divided with half feeling the agreement has enough Secretariat capacity, and the other half feeling it did not.
8. The majority felt that scientific advice plays a strong role in the agreement's progress. A small minority felt that it did not

One respondent commented that scientific advice is an integral part of the agreement and that it was most important that it was obtained from senior academic/scientific advisors

9. Opinion was divided with half feeling the agreement is effective in influencing discussions and decisions in other fora, and the other half feeling it was not.

Respondents commented that the fora the agreement should influence were CITES and CBD

SHARKS (MEMORANDUM OF UNDERSTANDING ON THE CONSERVATION OF MIGRATORY SHARKS)

1. The timeframe of responding organisational involvement with the agreement ranged from:
- since the beginning (the majority)
 - occasional
2. In characterising their expertise area or role in relation to the agreement:
- very involved in all areas of the agreement
 - attend all meetings, but urge governments or other actors to take the work forward
 - use the agreement as a political influence forum
 - use the agreement as a scientific communication forum
 - mostly monitor the agreement's progress
 - will increase involvement in the agreement when capacity is available
3. The conservation progress on agreement priorities were felt to be:
- acceptable, but could be better
 - no comment
4. The agreement's adaption to new or emerging issues or threats was felt to be:
- acceptable, but could be better
 - no comment
5. The collective (Government, Secretariat and NGO) commitment to agreed conservation activities ranged from feeling it was:
- acceptable, but could be better
 - no comment
6. National implementation was felt to be:
- acceptable, but could be better
 - no comment
7. The agreement does not have enough Secretariat capacity
8. Most felt that scientific advice plays a strong role in the agreement's progress. A small minority felt that it did not.

One respondent commented that it was good that science was underpinning discussions, but this will have no value without conservation action

9. The agreement is not effective in influencing discussions and decisions in other fora
For some it appears that other fora are not important to the agreement

One respondent added a general comment that tracking progress and influencing CITES and RFMOs should be the biggest priority going forward.

SAIGA ANTELOPE (MEMORANDUM OF UNDERSTANDING CONCERNING CONSERVATION, RESTORATION AND SUSTAINABLE USE OF THE SAIGA ANTELOPE)

1. The timeframe of responding organisational involvement with the agreement ranged from:

- since the beginning
 - long term
2. In characterising their expertise area or role in relation to the agreement:
 - attend all meetings, but urge governments or other actors to take the work forward
 - use the agreement as a political influence forum
 - use the agreement as a scientific communication forum
 - mostly monitor the agreement's progress
 - will increase involvement in the agreement when capacity is available
 3. The conservation progress on agreement priorities were felt to be:
 - acceptable, but could be better
 4. The agreement's adaption to new or emerging issues or threats ranged from:
 - the agreement is very flexible
 - acceptable, but could be better
 5. The collective (Government, Secretariat and NGO) commitment to agreed conservation activities ranged from feeling it was:
 - acceptable, but could be better
 6. National implementation was felt to be:
 - acceptable, but could be better
 - very low
 7. Opinion was divided. Some felt that the agreement has enough Secretariat capacity. Other felt it did not
 8. Scientific advice plays a strong role in the agreement's progress
 9. The agreement is effective in influencing discussions and decisions in other fora, and in particular CITES

SIBERIAN CRANE (MEMORANDUM OF UNDERSTANDING CONCERNING CONSERVATION MEASURES FOR THE SIBERIAN CRANE (*GRUS LEUCOGERANUS*))

1. The timeframe of responding organisational involvement with the agreement ranged from:
 - long term
2. In characterising their expertise area or role in relation to the agreement:
 - very involved in all areas of the agreement
 - very involved in the delivery of conservation activities
 - use the agreement as a scientific communication forum
 - mostly monitor the agreement's progress
 - will increase involvement in the agreement when capacity is available
3. The conservation progress on agreement priorities were felt to be:
 - acceptable, but could be better
 - the agreement is not delivering much
4. The agreement's adaption to new or emerging issues or threats was felt to be:
 - acceptable, but could be better
 - the agreement is inflexible
5. The collective (Government, Secretariat and NGO) commitment to agreed conservation activities ranged from feeling it was:
 - acceptable, but could be better
 - very low
6. National implementation was felt to be:
 - acceptable, but could be better
 - very low
7. The agreement does not have enough Secretariat capacity
8. Scientific advice plays a strong role in the agreement's progress
9. The agreement is effective in influencing discussions and decisions in other fora, in particular CITES and CBD

SLENDER BILLED CURLEW (MEMORANDUM OF UNDERSTANDING CONCERNING CONSERVATION

MEASURES FOR THE SLENDER-BILLED CURLEW (*NUMENIUS TENUIROSTRIS*)

1. The timeframe of responding organisational involvement with the agreement was:
 - since the beginning
2. In characterising their expertise area or role in relation to the agreement:
 - very involved in all areas of the agreement
 - very involved in the delivery of conservation activities
 - very involved in the delivery of administration/secretariat functions
 - attend all meetings, but urge governments or other actors to take the work forward
 - use the agreement as a scientific communication forum

One respondent commented that as no slender billed curlew has been confirmed since 1992, the agreement is effectively dormant.
3. No comment was provided for the conservation progress on agreement priorities
4. No comment was provided for the agreement's adaption to new or emerging issues or threats
5. No comment was provided for the collective (Government, Secretariat and NGO) commitment to agreed conservation activities
6. No comment was provided for national implementation
7. The agreement has enough Secretariat capacity
8. Scientific advice plays a strong role in the agreement's progress
9. No comment was provided about the agreement effectiveness in influencing discussions and decisions in other fora

SOUTH ANDEAN HUEMUL (MEMORANDUM OF UNDERSTANDING BETWEEN THE ARGENTINE REPUBLIC AND THE REPUBLIC OF CHILE ON THE CONSERVATION OF THE SOUTHERN HUEMUL (*HIPPOCAMELUS BISULCUS*))

1. The timeframe of responding organisational involvement with the agreement was:
 - long term
2. In characterising their expertise area or role in relation to the agreement:
 - very involved in all areas of the agreement
3. The conservation progress on agreement priorities were felt to be:
 - acceptable, but could be better
4. The agreement's adaption to new or emerging issues or threats was felt to be:
 - acceptable, but could be better
5. The collective (Government, Secretariat and NGO) commitment to agreed conservation activities ranged from feeling it was:
 - acceptable, but could be better
6. National implementation was felt to be:
 - acceptable, but could be better
7. The agreement does not have enough Secretariat capacity
8. Scientific advice plays a strong role in the agreement's progress
9. The agreement is effective in influencing discussions and decisions in other fora

WADDEN SEA SEALS (AGREEMENT ON THE CONSERVATION OF SEALS IN THE WADDEN SEA)

There were no NGO responses relating to the Wadden Sea Seals agreement

WEST AFRICAN AQUATIC MAMMALS (MEMORANDUM OF UNDERSTANDING CONCERNING THE CONSERVATION OF THE MANATEE AND SMALL CETACEANS OF WESTERN AFRICA AND MACARONESIA)

1. The timeframe of responding organisational involvement with the agreement ranged from:
 - since the beginning
 - long term
2. In characterising their expertise area or role in relation to the agreement:
 - very involved in the delivery of conservation activities
 - use the agreement as a political influence forum (the majority)
 - use the agreement as a scientific communication forum (the majority)
 - mostly monitor the agreement's progress
 - will increase involvement in the agreement when capacity is available (the majority)
3. The conservation progress on agreement priorities were felt to be:
 - the agreement is not delivering much
4. The agreement's adaption to new or emerging issues or threats was felt to be:
 - the agreement is inflexible
5. The collective (Government, Secretariat and NGO) commitment to agreed conservation activities ranged from feeling it was:
 - acceptable, but could be better
 - very low
6. National implementation was felt to be:
 - acceptable, but could be better
 - very low
7. The agreement does not have enough Secretariat capacity
8. Scientific advice does not play a strong role in the agreement's progress
9. The agreement is not effective in influencing discussions and decisions in other fora

One respondent added the general comment that this agreement could do so much good for this region, but leadership is absent in taking it forward.

WEST AFRICAN ELEPHANT (MEMORANDUM OF UNDERSTANDING CONCERNING CONSERVATION MEASURES FOR THE WEST AFRICAN POPULATIONS OF THE AFRICAN ELEPHANT (LOXODONTA AFRICANA))

1. The timeframe of responding organisational involvement with the agreement ranged from:
 - long term
 - occasional
2. In characterising their expertise area or role in relation to the agreement:
 - use the agreement as a political influence forum
 - use the agreement as a scientific communication forum
 - mostly monitor the agreement's progress
 - will increase involvement in the agreement when capacity is available (the majority)
 - comment
3. The conservation progress on agreement priorities were felt to be:
 - the agreement is not delivering much
4. The agreement's adaption to new or emerging issues or threats was felt to be:
 - acceptable, but could be better
5. The collective (Government, Secretariat and NGO) commitment to agreed conservation activities ranged from feeling it was:
 - acceptable, but could be better
6. National implementation was felt to be:
 - very low
7. The agreement does not have enough Secretariat capacity
8. Scientific advice does not play a strong role in the agreement's progress
9. The agreement is not effective in influencing discussions and decisions in other fora

One respondent added the general comment that there seems to be a low level of understanding as to what agreement can do, when the threats and the problems in the region are actually quite clear. It is confusing as to why there is no plan for taking this region work forward. The agreement could coordinate so much and help countries to pass laws and focus their own efforts, but there is no skipper leadership to see this done

OTHER CMS ACTION PLANS AND INITIATIVES

When asked is organisation gave any focus to following action plans and initiatives:

- 63 percent also focused on the Bycatch initiative
- 63 percent also focused on the Climate Change initiative
- 21 percent also focused on African Eurasian Landbirds
- 16 percent also focused on the Central Asian Flyway
- 16 percent also focused on White-headed Duck
- 11 percent also focused on Black-faced Spoonbill
- 11 percent also focused on Lesser Flamingo
- 11 percent also focused on Ferruginous Duck
- 11 percent also focused on Eurasian Aridland Mammals
- 11 percent also focused on Houbara Bustard
- 5 percent also focused on Sahelo-Saharan Antelopes
- 5 percent also focused on Chinese Crested Tern
- 5 percent also focused on Spoon-billed Sandpiper
- 5 percent also focused on Madagascar Pond Heron
- 5 percent also focused on White-winged Flufftail
- 5 percent also focused on Corncrake

With no respondents also focusing on Marine Turtle Campaign in Ecuador

DIRECT INTERVIEWS WITH INDIVIDUALS

The following direct interviews were conducted between August and December 2012 and represent approved statements on behalf of the named individuals.

DR. AHMAD MAHDAVI

Written interview with Dr. Ahmad Mahdavi (representing Sustainable agriculture and environment (not registered)) on 30th July 2013

1. What is your main expertise area/s?

Pesticides/ chemicals pollution reduction and regulations for developing countries/ CMS poisoning/ Insect species conservation/ conservation of biodiversity/

2. Which areas of CMS and/or CMS agreement/s are you most involved?

2.a) Do you focus on the mother convention, Both
on the daughter agreements, or both?

2.b) Do you see CMS as a tool to deliver Both
national implementation, international
implementation or both?

3. What emphasis do you place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
About two years ago during IPBES meeting in Tehran and after that they included me in the CMS poisoning group and all this time I (with high expertise) have been ready to get more involved/ help					
3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
As a NGO/ independent consultant I am just starting to work/ no project/ contract yet and I am ready to get more involved					
3.c) Which other MEAs and RFMOs is your organization involved?	Chemicals and wastes- biodiversity- Ramsar- No projects yet, I am looking forward to get involved				
3.d) What has been the basis of the decision for this time allocation or prioritization?	As I mentioned I am a retired professor with high expertise/ enough time and would love to help the natural whole being/ identity, am ready to take more work				
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	3-6 years ago I was not involved and as I mentioned I would love to take more work and responsibility, for sure I will increase my involvement.				
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%	
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Just starting and am ready to get involved					
4. How well integrated are you with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure	Not at all	Limited input	Moderately involved	Significant input
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	For sure the CMS poisoning, they even did not support me to go to Tunisia workshop?! And I think I was the highest expert for CMS poisoning, I am ready to take real responsibility for this in a national/ regional or even international level.				
4.c) What would you want to see in the next CMS Strategic Plan?	Include laws and regulations about toxic threats to CMS and I with a global knowledge about toxic regulations would like to help.				
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)					
5.a) Does the CMS Family appear to work well together?	It is soon for me to judge on this but please think more about developing countries and role of NGOs/ consultants etc				
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	I cannot answer this at this point of my involvement				
5.c) Are CMS decisions taken reflected into other MEAs?	Hope that is so, I do not know for now				
6. How might CMS improve?					
6.a) How would your organization increase the effectiveness of CMS?	As I mentioned I am ready to put my expertise into work for CMS generally but also more in CMS poisoning. CMS poisoning is very important for migratory bird and aquatic life....				

6.b) Would this result in an increase in the involvement of your organization?	Yes
6.c) Would this result in an increase in the involvement of other NGOs?	Yes

DR. S. FAIZI

Interview with Dr. S. Faizi on 3rd August 2012

1. What is your main expertise area/s?

An ecologist, working on CBD since its formative years. Currently a member of CBD's expert group on poverty and biodiversity and on the editorial board the CBD bulletin- [square brackets]. Also serve on the board of CBD Alliance, global NGO network on CBD. Worked on CMS issues a few years ago

2. Which areas of CMS and/or CMS agreement/s are you most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both? Both

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both? It should be both. However, a basic problems with MEAs (including CBD and CMS), with the exception of CITES, is that they are often regarded as policy instruments, disregarding the legally binding nature of the ratified treaty.

3. What emphasis do you place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Part-time priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

3.c) Which other MEAs and RFMOs are you involved? CBD, Ramsar, UNFCCC

3.d) What has been the basis of the decision for this time allocation or prioritization?

3.e) What is your level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing? My involvement has been kind of decreasing from the 90s, perhaps because i am now too distant from the CMS process and because of my heavy focus on CBD issues.

3.f) What is the approximate time you spend on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

I have a feeling that the CMS secretariat works a closed circle, content with its own network of friends.

4. How well integrated are you with the CMS Strategic Plan 2006-2011?

4.a) How involved were you in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure	Not at all	Limited input	Moderately involved	Significant input
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.b) What areas of your work do you believe are under-utilized by CMS and CMS processes?	CMS should reach out and take on board the vast network of civil society organisations and research agencies
4.c) What would you want to see in the next CMS Strategic Plan?	N/A
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)	
5.a) Does the CMS Family appear to work well together?	The answer for this really depends on the issue and resources. AEWA for instance seems quite coherent, although other agreements seems less well facilitated. There are also cases where very relevant Agreements are not happening even when there is excellent support from range states, apparently due to Secretariat incompetence or disinterest. A case in point is the Houbara Agreement, a process for which was started in the mid 90! A S Asia regional Agreement on Dugongs- called for by a regional meet on marine mammals held at Kochi, India a year ago, the secretariat was present but there was no follow up though strong research organisations like CMFRI offered support.
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	Keeping the agreements separate is beneficial so that they can be relevant to local realities
5.c) Are CMS decisions taken reflected into other MEAs?	There are some amount of synergies, especially between CBD and Ramsar and CMS, but the real potentials of synergies are not achieved. CBD marked a paradigm shift in 1992 by incorporating sustainable use and benefit sharing, the pre-CBD treaties on biodiversity, like CMS, out to wake up to this reality. Ramsar fortunately is already talking about poverty issues.
6. How might CMS improve?	
6.a) How would you increase the effectiveness of CMS?	Develop a strong civil society movement around CMS -- Invent time and energy in greater awareness building. There is very little knowledge, even within Governments, about CMS -- Take on board a philosophy that conservation projects and activities in developing countries should not exacerbate poverty and displacement, but be inclusive.
6.b) Would this result in an increase in your involvement ?	N/A
6.c) Would this result in an increase in the involvement of other NGOs?	Yes
7. Are there other comments about CMS you wish to make?	
<p>CMS should invest greater involvement with CBD, tapping into the CBD ideological base of conservation, sustainable use and benefit sharing. CMS should also draw on CITES for inspiration and models on implementation and enforcement.</p> <p>Because CMS is a pre-CBD convention there was not the opportunity of integrating more contemporary aspects (sustainable use) in the language of the convention, although the Appendix II allows for great opportunity that is unique to the convention.</p>	

ANNEX C: PERSPECTIVES OF IGOs AND Q-NGOs

CMS AND CMS AGREEMENT SECRETARIATS

The following represents summarised comments from within the CMS Secretariat and CMS agreement Secretariats, including ACCOBAMS, AEWA, ASCOBANS, Atlantic Marine Turtles, Bukhara Deer, Dugong, EUROBATS, Gorilla, IOSEA, Pacific Cetaceans, Raptors, Sharks, Saiga Antelope, Siberian Crane, West African Elephants to six key questions.

The responses were gathered through direct and email interviews conducted between February and May 2013.

The content of the responses have been deliberately aggregated and generalised, as it was not appropriate to ask the Secretariats to express controversial views without the mandate of their Parties. None-the-less, their contributions were in many cases detailed and in all cases extremely valuable and have informed many of the conclusions drawn in the body of the text. All responses remain on file with the document author.

1) Are NGOs actively involved (ie contributing to work between meetings and at least attending key meetings) in the progress of your agreement? If yes, how many NGOs are regularly and predictably involved (approximately)?

The level and involvement style of NGOs with CMS and CMS agreements is quite varied.

For CMS and some CMS agreements there is very active involvement of NGOs between and during key meetings, and for some this involvement can encompass between 10 and 15 different NGOs (spanning the range of conservation NGOs through to hunting associations). In other cases there are 2 to 3 significant NGO players consistently tracking and progressing agreement work, especially where the CMS agreement is filling a niche where only a few NGOs are operating. For some agreements there was a significant level of engagement that preceded the agreement's final negotiation and these NGOs have remained involved.

In some parts of the world Secretariats are conscious that key stakeholders in non-CMS Range States are often NGOs and so they consciously set out to work with them. There is also a layer of involvement that is attached specifically to activities within working groups with NGOs leading these working groups in a few instances. These can be different NGOs to those who attend the political meetings. For the most part, NGO involvement is driven by individual NGOs.

For at least one agreement (AEWA) the involvement of NGOs in the work of the Technical Committee are stipulated by Agreement text (Art. VII, para. 1). Other agreements have made formal decisions to have NGOs convene standing Technical Committees on their behalf (such as the Pacific Cetaceans agreement).

Other agreements experience considerable NGO activity that works parallel to the agreement, but not through the agreement. While this work undoubtedly contributes to conservation success, in these instances there seems little conscious intent on the part of the NGOs to work collectively. At times this work crosses over and inadvertently contributes to the agreement's progress, but for the most part, in these cases, it appears that NGOs are choosing to work outside of many CMS agreement frameworks. One agreement reported that NGOs had recently convened a consultation forum on an agreement related issue without even notifying or involving CMS.

A few agreements maintain an active level of engagement with contact lists that contain significant numbers of NGOs. They regularly communicate with these lists concerning meetings, published reports, updates from working groups and other related information (in one case the list includes 50 NGO contacts, in another the list includes close to 1000 individuals/organisations). One agreement hosts a Projects Database that tracks about 100-150 NGOs/projects.

2) Is the trend for NGO active involvement in your agreement increasing, decreasing or remaining about the same?

The trend of NGO active involvement is gradually increasing. For newer agreements this increase is faster, except in regions where few NGOs are involved, and where those NGOs are already engaging actively with CMS agreements. However, for CMS and most of the older agreements NGO involvement appears to have been retained at a stable level of involvement that is slowly increasing over time. For one agreement, that has a very dynamic and involved programme of work the volume of NGO input is increasing in keeping with the progressive expansion of the activities of the agreement.

A few of the older agreements are experiencing a gradual decrease. The reasons for decreasing involvement seem to be because of changes in the priorities/projects of the organization, or else because a key person that was most interested has left the organisation or their role within the organisation, and the role has not been assigned to others. In these instances, the NGO as a whole organisation has failed to see the importance of the agreement, and the Secretariat must work to re-recruit the NGO.

3) Do you, as a Secretariat, draw upon the NGO community to provide any specific services that you would like to mention?

CMS and some CMS agreements actively approach NGOs for specific services and for advice on specific issues. Such issues range from developing documents and reports as requested through formal processes such as international reviews, conservation guidelines, agreement Action Plans and Single Species Action Plans (SSAPs), through to helping build the case for governments to accede to the agreement. Some agreements rely on NGOs to develop technical advice or to run formal projects such as on-ground research or as coordinators of adopted SSAPs. In a few cases, CMS agreement coordination is directly supported by, or delivered by, NGOs. Some agreements very clearly rely on their NGO community for technical and coordination support and have very effective and transparent means of seeking, coordinating and reporting this support. Other agreements appear to accept support on a more adhoc basis, except when asking for fundraising support. It is possible that NGO support of CMS and CMS agreement could increase (beyond merely asking for fundraising support) if Secretariats were able to articulate a clearer idea of what type of support could be offered by the NGO community.

4) Would your agreement benefit from greater NGO awareness about the agreement's aims and activities? For instance, are there NGOs which could helpfully be involved, but currently are not?

The view about the level of awareness that exists in the NGO community was very different across the different agreement Secretariats. Not surprisingly, those with a high level of NGO participation felt that awareness was good. Those who had less NGO involvement, felt that awareness could be better. Many felt that increasing NGO awareness would be beneficial to enhance on-ground implementation of species conservation initiatives, because of the presence and influence that this could generate at a national level.

Some respondents suggested that CMS and CMS agreements would benefit from increased involvement of NGOs in non-Party Range States to motivate broader participation in meetings and intersessional work.

For some Secretariats there was an impression that NGOs didn't understand the benefit of working through CMS or CMS agreements, nor how to use the agreement processes to progress conservation.

Some Secretariats felt that NGOs saw CMS and international meetings as merely 'talking shops'. NGO participation often seems dependant on the availability of funds within the NGO community itself and that where greater local NGO involvement might be beneficial, these NGOs were absent for financial reasons.

Some respondents reported that there is a misunderstanding within parts of the NGO community that CMS and CMS agreements are in fact NGOs themselves dedicated to financially support scientific activities, rather than the inter-Governmental and political bodies that they actually are.

In some cases, where 'collaboration rules' or 'plans' exist, the NGO community has also been inconsistent in abiding by those plans or rules, and then misunderstands when their activities are not supported.

5) Are there NGO activities that are not very visible (to Parties/Signatories) but are useful and important to the agreement?

Opinion was divided about if there were less visible aspects of NGO involvement that would benefit from being drawn into agreement activities, but this divide also corresponded with the level of NGO engagement in specific agreements as well as the age of the agreement. Where NGOs were facilitated to be direct players within the agreement (i.e. without a need to operate through other institutional players as it can be the case in other contexts), their input was directly visible, respected and valued. Although, even in these cases the regular and ongoing contact between Secretariat and NGOs means that ad-hoc input is not always reported and could therefore be slightly less visible, although this situation is understood and accepted by the NGO community.

In other cases there is simply not mechanism for reporting NGO activity, and therefore Parties will likely be unaware of the support and contribution being provided by the NGO community. Some Secretariats are aware of NGO frustration about this situation.

Correspondingly, there are many opportunities that the NGO community is not taking up, such as using agreement communication mechanisms to profile their work. In other cases NGOs perceive competition from the agreements (as if they are other conservation NGOs doing the same thing as their own programmes) which is an unfortunate misunderstanding about agreements as an inter-Governmental bodies.

It is clear that there is considerable activity within the NGO community on various species, but because NGO awareness is low and many NGOs don't interact with CMS or its agreement only a small amount of this work is benefitting CMS's objectives. A few of the agreements are surrounded by many active NGOs that have little interest in using the CMS instruments, and while they might be very actively engaged in closely related conservation work, they see little reason to work through the CMS agreement to secure political engagement. Consequently, CMS is often unaware of the work, or has to chase the NGOs to gain reports on progress.

NGOs need to find a way to inform/report on their activities so that CMS can profile with it better, but equally, CMS and its agreements need to find ways of communicating the value of this work to their Parties and Signatories to make efforts made by NGOs relevant and respected. It is important that the contribution is codified and seen as a contribution against an agreed plan, so that Parties or Signatories can recognise the value, and build this work more fully into the progression of the agreement. At present, for many agreements, only a fraction of these activities get reported back into agreement processes.

6) Are there areas where you feel NGO activities could be more effective or useful?

It is clear that some NGOs are far more effective than others but this is frequently directly related to the level of resources at their disposal and leadership within the organisation.

Some respondents thought that NGOs should become 'strategic implementers' applying for grants and running programmes specifically for agreements. Where this was voiced, they also felt that CMS and the agreements should stand in support of NGO commitments to facilitate implementation, providing the necessary inter-Governmental connections to build success.

While some NGOs are active in following-up and promoting effective implementation at the national level, many are not. In an ideal world, both governments and NGOs alike would view agreements as a road map to help guide their national/local activities, so that they: contribute collectively to the objectives that are spelled out in the agreement's action plan; provide data to authorities with tailored recommendations for conservation; and engage in strategic lobbying of non-Party range states to join agreements. Perhaps this could be enhanced by developing joint work plans with NGOs with a strong mutual interest. Perhaps asking NGOs to increase their reporting of their own contributions at a national level and through to the agreement would be appropriate.

NON-CMS IGO AND Q-NGO SECRETARIATS

The following direct interviews were conducted between August and December 2012 and represent approved statements on behalf of the named organisations.

INTERNATIONAL COUNCIL FOR GAME AND WILDLIFE CONSERVATION

Written interview with Kristof Hecker on 28th September 2012

1. What is your organization's main expertise area/s?

The International Council for Game and Wildlife Conservation (CIC) focuses on the sustainable use of wildlife resources as a tool for conservation.

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both? CMS, and AEWA in particular

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both? Both

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Low priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Amount of workload does not equal priority.

3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Low priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

See above.

3.c) Which other MEAs and RFMOs is your organization involved? CBD, CITES

3.d) What has been the basis of the decision for this time allocation or prioritization? Upcoming issues of relevance to our mission.

3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing? CIC is working actively in the AEWA Technical Committee for several years. CIC has appointed a new expert for the TC quite recently to keep the level of involvement. In case we will have further capacity/expert we might increase our involvement.

3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?

4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure	Not at all	Limited input	Moderately involved	Significant input
	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes? N/A

4.c) What would you want to see in the next CMS Strategic Plan? Hunting is mentioned in the text, but the involvement of hunters in population monitoring and conservation measures should be more emphasized.

5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)

5.a) Does the CMS Family appear to work well together? N/A

5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	N/A
5.c) Are CMS decisions taken reflected into other MEAs?	N/A
6. How might CMS improve?	
6.a) How would your organization increase the effectiveness of CMS?	N/A
6.b) Would this result in an increase in the involvement of your organization?	N/A
6.c) Would this result in an increase in the involvement of other NGOs?	N/A

PARTNERSHIP FOR THE EAST ASIAN-AUSTRALASIAN FLYWAY

Interview with Spike Millington 19th August 2012

1. What is your organization's main expertise area/s?

The East Asian-Australasian Flyway Partnership (EAAFP) is an informal and voluntary initiative, aimed at protecting migratory waterbirds, their habitat and the livelihoods of people dependent upon them. There are currently 27 partners including 14 countries, 3 intergovernmental agencies, 9 international non-government organisations and 1 international business sector.

The Partnership provides a framework for international cooperation, including:

- 1) development of a Flyway Site Network (for sites of international importance to migratory waterbirds);
- 2) collaborative activities to increase knowledge and raise awareness of migratory waterbirds along the flyway; and
- 3) building capacity for the sustainable management and conservation of migratory waterbird habitat along the flyway.

2. Which areas of CMS and/or CMS agreement/s is your organization most involved?

2.a) Do you focus on the mother convention, on the daughter agreements, or both? The CMS Secretariat is a Partner organisation to the EAAFP and therefore the focus for the EAAFP is on its relationship with the CMS Secretariat, and less on the process of the convention or its daughter agreements, especially since the majority of EAAFP Government Partners are not CMS Parties. The CMS Secretariat is very supportive and one of the most active Partners in the EAAFP.

2.b) Do you see CMS as a tool to deliver national implementation, international implementation or both? N/A

3. What emphasis does your organization place on CMS and its agreements compared to other Multilateral Environment Agreements (MEAs)?

3.a) What is the approximate percentage of your programme and staff time that are spent 'intentionally' on CMS related activities (ie those that are identified in the CMS Strategic Plan 2006-2011 or in agreement action plans)?	As needs < 10%	Low priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

It is difficult for EAAFP's answer to fit this question. Because CMS is a Partner to the EAAFP, the organisation regards a focus in this percentage range as being high compared to the percentage of time focused on the other Partners.

This percentage of time fluctuates, and at times can be higher especially when CMS supports or hosts specific initiatives

3.b) Can you provide an indication of how this compares to time spent on other MEAs and RFMOs? (ie: CBD, Ramsar, CITES or regional fisheries bodies)	As needs < 10%	Low priority 10-25%	Medium priority 25-50%	Significant Priority 50-75%	Major focus 75-100%
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	As above. EAAFP spend slightly less time on Ramsar (also a member and EAAFP is Ramsar Regional Initiative) and even less on CBD although it is anticipated this will increase				
3.c) Which other MEAs and RFMOs is your organization involved?	Ramsar, CBD, bilateral migratory bird agreements				
3.d) What has been the basis of the decision for this time allocation or prioritization?	CMS is a Partner of EAAFP, but one of 27				
3.e) What is your organization's level of involvement with CMS now compared with 3 and 6 years ago? And, what do you anticipate it might be into the future? Is your involvement increasing or decreasing?	CMS has been very active recently in developing a new Implementation Strategy and recruiting a new Chief Executive and it may be that this direct involvement may be somewhat less in the future				
3.f) What is the approximate time your organization spends on issues that relate to CMS, but that you don't conduct intentionally within the CMS framework? Does CMS (Secretariat and the CoP) know about this work?	A small proportion < 25%	A bit less than half of our work 25-50%	Significant proportion of work 50-75%	Most of our work 75-100%	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	
	Almost all of the work of EAAFP relates to CMS in some way				
4. How well integrated is your organization with the CMS Strategic Plan 2006-2011?					
4.a) How involved was your organization in developing the CMS Strategic Plan 2006-2011 ... and what did it deliver for you?	Not sure	Not at all	Limited input	Moderately involved	Significant input
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	Not at all. EAAFP commenced work in 2008				
4.b) What areas of your organization's work do you believe are under-utilized by CMS and CMS processes?	CMS and EAAFP already work well together. There are no areas that seem under-utilised. EAAFP also appreciates CMS efforts on such initiatives as the Global Interflyway Network, and recognises that these represent ways for greater collaboration and coordination between the various mechanisms				
4.c) What would you want to see in the next CMS Strategic Plan?	N/A				
5. Do you see coherence within the CMS Family (ie: do the parent convention and daughter agreements work together, and is there consistency in policy adoption and implementation?)					
5.a) Does the CMS Family appear to work well together?	N/A				
5.b) Do areas that are agreed and developed in one area (for instance the CMS CoP) translate through to other areas (for instance species MoUs, or national policies)?	N/A				
5.c) Are CMS decisions taken reflected into other MEAs?	Yes, certainly in the direction of Flyways				
6. How might CMS improve?					
6.a) How would your organization increase the effectiveness of CMS?	The EAAFP is pleased to have a strong and collaborative relationship with CMS. These comments therefore are offered in the spirit of this survey, and represent the personal views of the EAAFP Chief Executive. CMS might be able to engage more strategically with the EAAFP Partners in the region, if the Partnership was used more actively as an opportunity to engage non-party governments for regional representation on CMS issues. Greater harmonisation or alignment between the MEAs is an important and well recognised goal to strive for and CMS, as with all				

MEAs, might seek ways to become more closely linked with other MEA implementation, for instance on habitat conservation or protected areas etc. Harmonisation already works well between the Flyways, Ramsar and CMS, but at this point there is less connection with CBD in terms of the biodiversity targets.

Working with other MEAs, CMS might investigate ways to foster more coherent national partnership within Governments, and between government departments. Creating incentives to help greater interdepartmental communication such as joint reporting or national partnerships within countries might be helpful.

CMS could also foster the benefits that can be gained from cooperation between NGOs and Governments, through mechanisms such as the EAAFP, where Partners work cooperatively and collaboratively together as equal Partners on agreed goals.

6.b) Would this result in an increase in the involvement of your organization?

EAAFP's involvement with CMS will likely remain the same. The comment above would serve to increase our mutual effectiveness

6.c) Would this result in an increase in the involvement of other NGOs?

Probably, yes - The EAAFP experience is that where Government and NGO Partners work cooperatively and collaboratively together through recognised and mutually respected partnerships, a greater depth of understanding is gained for both parties, and agreement on priorities, directions and solutions are easier to achieve.

7. Are there other comments about CMS you wish to make?

Working in cooperation is important. Governments and NGOs need to find ways to increase trust and cooperation.

Because migratory species are a true international resource, not tied to political boundaries as other aspects of biodiversity and habitats are, there is an increased opportunity for cooperation since species may have critical bottlenecks in key geographic areas. For example, could "international" protected areas be created within national boundaries, but with shared resources to manage and monitor?

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