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DRAFT BUDGET 2012-2014 *(Prepared by the Secretariat)*

1. General Introduction

1. Through Resolution 9.14, paragraph 24, adopted by the Ninth Meeting of the Conference of the Parties, the Secretariat has been requested to start developing, as soon as possible in this triennium, a costed work programme using a result-based process, to ensure that in future budgets the requests for resource are linked more systematically to expected outcomes. The Secretariat has taken up this challenge while working on drafting the budget for 2012-2014. This means that as a basis for drafting a new budget the Secretariat has used not only the adopted budget 2009-2011 and an inflation rate of 2 percent but has also anticipated implementation of the draft Strategic Plan 2012-2014. In addition to this, the initial outcome of the Future Shape of CMS Process has also been taken into account, although it should be noted that it is not clear which option submitted to COP10 will be adopted and therefore it is hard to assess the financial implications at this stage for the draft budget 2012-2014.

2. While drafting the new budget the three main questions that have to be posed are:

- (i) What do we have?
- (ii) What do we want? and
- (iii) What would be feasible?

3. What we have are decisions taken by the Conference of Parties and intersessionally by the Standing Committee. Linked to this, Parties expect that the Secretariat, where applicable, will implement all these decisions. However, as highlighted in Report of Phase I of the Future Shape of CMS, there is a serious mismatch between the expectations and the resources available to implement all decisions taken. For example the approved budget 2009-2011 includes financial resources to implement some of the decisions taken as well as human resources to carry forward the work of the Secretariat. At the same time it should be noted that the resources available to coordinate and implement the MoUs run from Bonn and the Gorilla Agreement are extremely limited, although this type of activity is part of the core business of the Convention. Particularly sufficient human resources are lacking. Looking at the current human resources available, the CMS Secretariat, based in Bonn¹, has 25 Staff

¹ This includes the Senior Advisor based in Bangkok and the Associate Programme Officer based in Washington DC.

members of whom 16 work full-time and 9² part-time. Of these 25 Staff members, 12 are Professionals and the remaining 13 belong to the General Support Staff. Looking at the actual working hours the numbers mentioned-above boils down to 9.8 Professionals and 11 General Staff.

4. The good news is that since 2009 the Secretariat has been able to reach agreement with the Government of Germany and Finland on the provision of a Junior Professional Officer as of respectively 1 October 2010 and 1 August 2011. In addition the Government of Germany decided to provide a substantial grant to the CMS Secretariat which enables the Secretariat to contract a P-2 Officer. This Officer will deal with the coordination of the Sharks MoU and the Gorilla Agreement from late 2011 until the end of 2014. Due to these extra human resources the CMS Secretariat is in a much better position particularly to handle the coordination of some of the MoUs, which is seen as part of our core business, than it was at the beginning of the triennium. However, this is a temporary solution for the problems the Secretariat was facing at the last COP. It should be noted that the contracts of these JPOs and P-2 Officer will expire in the next two to three years. Although the Secretariat hopes that Governments will continue to provide additional human resources free of charge to the Parties, it cannot be guaranteed that this will happen.

5. In addition to the resources available at the CMS Headquarters, CMS has a Project Office in Abu Dhabi with four Professional Staff and two General Support Staff and an Office in Bangkok with one Professional and one General Support Staff dealing with the coordination of the MoUs on Birds of Prey and Dugongs in the case of Abu Dhabi and Marine Turtles in the Indian Ocean and South East Asia (IOSEA) in the case of Bangkok. All the costs of these Offices are covered by voluntary contributions received from Governments and therefore not part of the core CMS Budget, with the exception of support to the Coordinator of IOSEA who also spends 20 percent of his time as CMS Senior Advisor.

6. What we want is for the resources to be in place to implement fully the decisions taken by the Conference of Parties and the Standing Committee. This would mean that the Secretariat would be in the position to carry out fully the draft CMS Strategic Plan 2012-2014, the outcome of the Future Shape of CMS process and, last but not least, all the decisions taken by COP10 and all outstanding decisions from previous Conferences of the Parties. In addition, resources would be available to coordinate and implement fully the Gorilla Agreement and all the MoUs that are currently managed by the Secretariat. Needless to say, this would require a substantial increase of at least 100 percent and probably more of the current budget.

7. What would be feasible is a valid question for Parties to consider when discussing the budget scenarios proposed in this document. In the current economic climate, the preference of most of the Parties might be to opt for a zero increase. If that were to be the case, the expectations and ambitions of the Parties would need to be adjusted and it is obvious that this would have serious consequences for the implementation of CMS and also for reaching the 2020 target as set by the Convention on Biological Diversity (CBD).

8. Before introducing the different scenarios it would be advisable to look at costs. When speaking about costs, it is common practice in economics to divide them in fixed and variable. This principle has been used while drafting the budget 2012-2014. Based on this, different budget scenarios have been drafted. For each of these scenarios the fixed costs will remain the

² Three Staff members are involved with the coordination of ASCOBANS and therefore not fully available to CMS being the Executive Secretary (3% ASCOBANS), Head of the Science, Data and Marine Unit (15% ASCOBANS) and the Associate Marine Mammals Officer (75% ASCOBANS).

same, the differences arise from the variable costs. The advantage of using this system is that it becomes much clearer what might be expected by putting in extra resources.

9. In total six different budget scenarios will be presented in this document starting with a zero percent increase compared with the budget 2009-2011, up to a 25 percent increase with intervals of 5 percent increase in between. Please note that each following scenario adds on to the previous scenario which means that, if for example scenario 10 is chosen, the add on from scenario 0 and 5 will also be achieved.

10. Besides looking at the costs, the Secretariat also examined the income through assessed contributions.

2. Income and expenditures

2.1 Income

11. The running costs of the Secretariat (including some of the activities) are covered by the assessed contributions based on the UN Scale of Assessment. According to decisions taken by the UN General Assembly a ceiling has been set about the maximum percentage a given Party has to contribute to the Trust Fund to cover the costs of the Secretariat. Over the years many Multilateral Environmental Agreements also decided to set an annual minimum contribution. Within the CMS Family this has also been done e.g. for AEWa and EUROBATS, which have set a minimum annual contribution of respectively €2,000 and €1,000. So far CMS has not gone that route but the Secretariat would strongly recommend considering during COP10 to set a minimum of €2,000 or even €3,000 per annum. Currently quite a number of Parties are contributing just €49 - €70 per annum.

12. By setting a minimum contribution of e.g. € 2,000 an amount of at least € 100,000 would be generated annually which could be used to maintain some of the activities e.g. the current number of meetings of subsidiary bodies. If a higher amount were set, even more funds would become available for conservation activities. .

2.2 Expenditures

13. In the introduction it has been explained that expenditure could be divided into fixed and variable costs. The advantage of doing that is that it becomes clear where Parties could add or cut activities and where there is no room to do so. By presenting the budget in this way, the Secretariat has tried to fulfil the request from the Parties as laid down in Resolution 9.14, paragraph 24, to develop a costed work programme using a result-based process, to ensure that in future budgets, the resource requests will be linked more systematically to expected results.

2.2.1 Fixed costs

14. Looking at the approved budget 2009-2011 it becomes clear that the possibility to gain savings on some budget lines are not feasible unless we change substantially the way Secretariat and/ or Convention function. A good example is the current staffing. As indicated in Report of Phase I of the Future Shape Process the CMS Secretariat is suffering from lack of resources such as human resources e.g. to coordinate the implementation of the MoUs and the Gorilla Agreement. Therefore no cuts in the current Staffing of the CMS Secretariat are foreseen Report of Phase III of the Future Shape Process on the contrary, indicates the need to hire additional staff So in principle the costs of the salaries of existing Staff, travel costs, office costs and the cost of meetings of the subsidiary bodies are a given. Over the years,

costs linked to official travel have increased. To stay within the budget allocated the Secretariat is using more and more tele- and video conferencing. Also on regular basis other MEAs are representing CMS at international meetings. It is evident that consultancies to do the translation of documents in French and Spanish are a given for the good functioning of the Convention, although it should be noted that the funds allocated in the previous budget were limited and therefore the Secretariat was not in the position to translate the whole website, and could only translate some publications and documents in French and Spanish. Finally, without the funds in place for consultancies to service COP11 and for travel of CMS Staff to COP11 it will be probably unfeasible to organize the next COP.

15. So summarizing, the following costs are seen as fixed costs:

- Salary costs of existing Staff
- Headquarters Secretariat costs³:
 - o Office costs (Office supplies, information material and document production, purchase and maintenance equipment, postage, etc)
 - o Travel costs regarding Staff on mission
- Costs of meetings of the Subsidiary bodies:
 - o 2 Standing Committee meeting per triennium
 - o 2 Scientific Council meeting per triennium
 - o Consultancies for translations
 - o Consultancies for servicing COP11

16. In Table 1 can be found the figures regarding the fixed costs for 2012-2014. These are based on the figures used in the approved budget 2009-2011 to which a two percent inflation correction has been added.

Table 1: Overview of fixed costs 2012-2014 (in Euros)

Budget Item	2012	2013	2014	Total
Salary cost existing Staff	1,497,200	1,526,760	1,556,911	4,580,871
HQ Secretariat costs	203,250	207,055	210,936	621,241
Cost of meeting of the Subsidiary bodies	90,400	184,308	505,370	780,078
Total fixed costs	1,790,850	1,918,123	2,273,217	5,982,190

A breakdown of the costs mentioned above can be found in Annex 1.

17. So looking at a total amount of €5,982,190, which is allocated to cover the fixed costs it becomes clear that nearly 86 percent of all costs fall within this category. So the margins to add or to save costs are very limited depending on the increase Parties might agree upon during COP10.

2.2.2. Variable costs

18. The variable costs are the add-ons to the fixed costs. The upgrading of existing posts, the establishment of new posts, support for the implementation of MoUs, the development of

³ All rental and maintenance costs of the CMS premises in Bonn are covered by the Government of the Federal Republic of Germany.

a new website for the CMS Family, capacity building activities, and continuation of CMS presence in the USA and Samoa etc are some examples of variable costs. Also whatever comes out of the Future Shape Process and has cost implications could be added to list of variable costs.

19. The margin between the total amounts of fixed costs for 2012-2014 (€5,982,190) compared with the grand total listed in the budget for 2009-2011 (€6,144,284) is only €162,094. Please note that in the previous budget some funds were allocated for activities and that as of 1st January 2010 the posts of Associate Partnership & Fundraising Officer and Associate Scientific Support Officer were established. The latter means for the budget 2009-2011 funds had only been allocated to pay their salaries in 2010 and 2011 and that for the new budget, funds need to be in place for the whole period, which leads to an increase of costs. Due to that now only €162,094 will be available for additional activities and anything beyond that will lead to an increase in the budget compared with budget for the previous triennium.

20. While building up the different budget scenarios, one priority has been the core activities of CMS coordinating the implementation of MoUs and the Gorilla Agreement and capacity building. In addition, priority has been given to our regional presence particularly in USA. Since COP9, the relationship between USA and CMS has strengthened. The USA has played and is playing an instrumental role in the development of the Shark MoU and has shown interest in supporting its implementation. It is expected that a presence in the USA could further improve the relationship and in the long term might lead to accession of the USA to CMS and/or some more of its agreements. Meanwhile agreement has been reached with the UNEP's Regional Office in North America (RONA) to establish and share the costs of a common P-2 post for a duration of one year. The person meanwhile recruited will be based at the RONA Office in Washington DC and will work 50 percent of his/her time for RONA and 50 percent for CMS. Both UNEP/RONA and the CMS Secretariat have the intention of continuing this position, based on the strong assumption that the Convention will benefit from a presence in Washington DC. A similar agreement has been reached with the SPREP Office based in Samoa to establish and share the costs of a joint post. This Officer could play an instrumental role to reach out to the many island States located in Pacific.

3 Different budget Scenarios

21. Before moving on to the different scenarios the Secretariat would like to stress again that the fixed costs for all the six scenarios are the same but that the differences are caused by the variable costs.

22. The Secretariat has compared each budget scenario with the approved budget for 2009-2011 and will highlight what the main differences are and what the impact might be on the implementation of the Convention.

23. For all scenarios an annual drawdown of €130,000 is foreseen to lower the costs to be shared by the Parties and to allow some variable costs to be listed particularly in the lower budget scenarios.

Scenario 0: Development and implementation of CMS slows down seriously or even come to a halt.

24. Under scenario 0, there will be no increase in the budget. Taking into account the fact that the posts of the Associate Partnership & Fundraising Officer and the Associate Scientific Support Officer came into effect as of 1 January 2010 and therefore the salary costs were only

covered for two years during that triennium and taking into account an inflation of two percent it should be clear that this leads to increased costs for the period 2012-2014. To stay within 0 percent increase of the total budget most of the activities will unfortunately have to be reduced.

What is included?

25. With the current Staff, the Secretariat will be in the position to service the subsidiary bodies as usual; which means that resources will be in place to organize two meetings of the Scientific Council as well as the Standing Committee. Additionally there will be human resources available to organize COP11 and to follow up part of the decisions taken at previous COPs and COP10 and also the financial resources for the logistical arrangements which are covered by the Core Budget. However, with the current Staffing it would be hard to coordinate the implementation of all MoUs. With a 0 percent increase of the budget, funds will be in place to strengthen the capacity of the CMS Management Unit by extending the working hours of the Secretary to the Deputy from 20 to 32 hrs. Linked to this reclassification of this position and upgrading of the post from G-4 to G-5 would be feasible. Furthermore funds will be in place to continue the CMS presence in USA. Unfortunately no funds will be allocated in the core budget for funded delegates to attend COP11.

Secretary to the Deputy Executive Secretary

26. After the arrival of the new CMS Management, it became clear that the Management Unit was lacking sufficient General Support Staff to handle the ongoing work within the team. It was therefore decided to use some savings gained e.g. from outstanding vacancies to increase the working hours of the Secretary from 20 hours per week to 32 hours per week. COP7 already decided by Resolution 7.12 to upgrade the post of Secretary to the Deputy from G-4 to G-5. At that time it used to be a full-time position. However, the previous CMS management decided to move this full-time G-5 post to the Agreements Unit and to split an existing G-4 post in two part-time posts of which one was allocated as Secretary of the Deputy Executive Secretary. The type of work and in particular the confidentiality expected of this Staff member being part of the Management Unit as well as the workload linked to this position would justify changing the working hours from 20 to 32 hours per week and to upgrade the post to G-5 level. For your information the Management Unit consists of the Executive Secretary, Deputy Executive Secretary, Personal Assistant to the Executive Secretary and the Secretary to the Deputy.

Associate Officer in Washington DC

27. In 2010 agreement was reached with the UNEP Regional Office for Northern America (RONA) based in Washington DC to establish a P-2 post for the duration of one year. Meanwhile a person has been recruited and by doing that CMS secured a presence in the USA. This Staff member will work 50 percent of his/her time for UNEP/ RONA and 50 percent for CMS. It is expected that CMS presence in USA will lead to a closer working relationship with the Government of the USA and hopefully to some financial support from them to some of the activities of CMS. Furthermore having a presence in USA will enable CMS to reach out to NGOs and the private sector to seek support for the implementation of the Convention. Continuation of our presence is desirable and therefore one of the priorities. The costs of this full-time position are shared between UNEP/ RONA and CMS on 50:50 bases.

28. Within the Future Shape process the option of establishing regional Offices has been

discussed at length. The time difference between the CMS Headquarters in Bonn and the USA makes it often far from easy to communicate with this region efficiently and effectively. Furthermore having a presence in USA makes it also possible to attend some of the meetings, networking events, etc organized by the Administration of the USA. It is expected that this will make a difference in reaching out to Northern America.

Table 2: Overview of the variable costs under scenario 0 (in Euros)

Budget Item	2012	2013	2014	Total
Change of contract of Secretary to Deputy to G-5 (80 percent) ⁴	18,180	18,544	18,914	55,638
Associate Officer in Washington (P-2) , 50 percent	42,500	43,500	44,217	130,217
Total of Variable costs	60,680	62,044	63,131	185,855

What is excluded?

29. If scenario 0 is compared with the budget for the previous triennium it becomes crystal clear that no funds will be available in the core budget for the following activities:

- Outreach and fundraising projects - (€ 140,026)⁵;
- Membership promotion - (€ 4,368);
- COP – Support to Delegates – (€ 53,286);
- Consultancies (Experts) – (€ 4,368);
- Capacity building events – (€ 65,442);
- Information Management and Technology – (€ 74,810);
- Conservation grant and projects – (€ 170,088); and
- Agreements. MoUs and Partnerships – (€ 162,951).

30. It goes without saying that without funds available for outreach, information management, capacity building and conservation projects the development and implementation of CMS will at least slow down or even come to a halt. With the arrival of the Associate Fundraising Officer (2010) we have capacity in-house to develop project proposals to be submitted to donors for fundraising; which compensates partly for the lack of funds for the activity mentioned-above ‘outreach and fundraising project’. The CMS Secretariat will make an attempt to fundraise for some of these activities, it is very unlikely that in the current economic situation such fundraising activities would be very successful. This concern should be taken into account when comparing the different scenarios.

What will be the impact on the implementation of CMS?

31. With the existing Staff we will be in a position to maintain the current level of service to the Parties, to organize the meetings of the subsidiary bodies and also COP11. With the arrival of the two JPOs and an additional Staff member funded by the Government of Germany, the CMS Secretariat has increased its capacity to serve better the MoUs, the Gorilla Agreement, Sahelo-Saharan Antelopes Activities and the Central Asian Flyway Action Plan. Coming back to the MoUs it is expected that some coordination could be provided for the MoU on: Saiga Antelope, Bukhara Dear, Western African Elephant and Sharks and the same also applies to the Gorilla Agreement. However, no financial support will be available for the

⁴ The costs mentioned here are the additional costs for both the increase in the number of working hours and increase of the level of this post.

⁵ The amount mentioned in brackets indicates the total amount allocated in budget 2009-2011.

coordination of the MoUs on Aquatic Warbler, Siberia Crane and the Marine Turtles of the Coast of West Africa MoUs, which has been outsourced so far. The coordination and implementation of the MoUs on Marine Turtles in the Indian Ocean-South East Asia (IOSEA), Dugongs and Birds of Prey have been excluded from this overview because they have their own resources provided by the Host Government and/or by their Signatories. It should be noted that no provision is included in this scenario to replace the JPOs when their contracts expire in 2013/2014. The capacity of the CMS Secretariat will decrease substantially from that moment and it will no longer be in the position to service the MoUs and activities in Central Asia and Africa. For the meetings of the Range States and/or the implementation of MoUs serviced by the CMS Headquarters, no funds will be available. As indicated above no funds will be in place for outreach and/or capacity building. Also no funds will be available for information management e.g. for analyzing the National Reports for COP11. Any requests for support regarding conservation grants and projects would have to be turned down. In conclusion due to lack of funding under scenario 0 it is likely that the development and implementation of CMS will slow down or even come to a halt.

Scenario 5: Maintaining current human resources

32. An increase of 5 percent of the budget will enable the Secretariat to maintain the human resources as agreed by COP9 and the continuation of the part-time P-2 post in USA as foreseen under scenario 0. In addition to these resources, scenario 5 foresees transforming the JPO for Central Asia and the JPO for Africa to fixed-term posts. By doing this, more or less the current human resources are maintained which will ensure that all the activities undertaken by the Secretariat for which own human resources are needed could continue. Furthermore, funds will be available for capacity building activities and for hiring experts to provide advice to the Secretariat and/or the subsidiary bodies. Please note that scenario 5 is an add-on to scenario 0 meaning that by agreeing to scenario 5 items listed under the previous scenario are also included.

What is included?

Associate Central Asian Regional Officer

33. The Government of Germany agreed to provide a Junior Professional Officer to deal with CMS issues in Central Asia. As of 1 October 2010 the selected JPO entered on duty and started to work on activities related to the MoUs on Saiga Antelope and Bukhara Deer. In addition the incumbent of this post started to work on the Central Asian Flyway Action Plan and strengthening the network for that region with all Governments and with IGOs and NGOs of relevance for Central Asia. Last but not least, the JPO is also assisting in the recruitment of new Parties to CMS and its relevant agreements located with Central Asia.

34. The arrival of this JPO has built up the capacity of CMS Secretariat and at the same time has also increased our visibility in that region. Meanwhile the Secretariat is building up a strong network in that region and is initiating and stimulating activities. The main concern now is what will happen when the contract of the JPO comes to an end. It is clear that without having the required human resources in place, the Secretariat will lose the capacity to continue with the activities started and this will have a negative impact on the perception of the performance of CMS in that particular region. A region that is of great importance to several CMS species e.g. Saiga Antelope, Bactrian Camel, Bukhara Deer, Snow Leopard, etc. Therefore to keep up the existing capacity priority is given to transfer the JPO position to a fixed-term post of Associate Central Asian Regional Officer (P-2). This would ensure continuation of the activities.

Associate African Regional Officer

35. The Government of Finland decided at the end of 2010 to provide a Junior Professional Officer to deal with the coordination of some CMS activities in Africa including capacity building. The selected candidate entered on duty on 1st August 2011. Similar to what has been described under the Associate Central Asian Regional Officer, this post will also increase the capacity of CMS to deal with African issues substantially. It is expected that by end of 2014 this JPO will leave the Secretariat due to the fact that the contract expires and that the Secretariat will face similar problems to those mentioned above. Therefore priority is given to replace the JPO by a P-2 Officer some time towards the end of 2014.

Capacity building activities

36. A great deal of time is spent by CMS Staff on the recruitment of new Parties to the Convention. However as soon as a country has signed up, there is no real follow up from the side of the CMS Secretariat in respect of informing and training representatives of these new Parties on how to implement the Convention. One of the ideas is to develop a kind of Handbook on how to implement the Convention and to organize capacity building workshops in different geographical regions. The amount requested (€ 30,000 per annum) would enable the Secretariat to start these capacity building activities, although more funds might be needed to organize workshops in the different regions. It is foreseen that these activities will improve the implementation of the Convention by the Parties.

Consultancies-Experts

37. From time to time it is felt that the CMS Secretariat is lacking specific expertise to deal with certain issues. A good example is the massive die-off of Saiga antelopes in 2010 in Kazakhstan. The CMS Science Unit was actively involved in addressing this emergency and the idea was to send a veterinarian to investigate the cause of death. The small amount proposed would enable the Secretariat to respond immediately if needed and appropriate to any emergency situation. Besides emergencies, there is also a need to contract an expert to help the Secretariat out when dealing with specific species e.g. the conservation of fresh water fish and to provide advice how to conserve them. Although the amount requested is very limited it would make a difference.

Table 3: Overview of the additional variable costs under scenario 5 (in Euros)

Budget Item	2012	2013	2014	Total
Associate Central Asian Regional Officer (P-2)		28,900	88,434	117,334
Associate African Regional Officer (P-2)			36,848	36,848
Capacity building activities	30,000	30,000	30,000	90,000
Consultancies-Experts	15,000	15,000	15,000	45,000
Total of Variable costs	45,000	73,900	170,282	289,182

What is excluded?

38. Taking into account that no funds have been allocated to activities except for Consultancies-Experts and capacity building activities more or less the same activities as listed under scenario 0 are also excluded here.

What will be the impact on the implementation of CMS?

39. The difference between scenarios 0 and 5 is that under the latter replacements of the Associate Central Asian Regional and the Associate African Regional Officer by P-2 Officer are foreseen. The Information and Capacity Building Officer together with in particular the two P-2 Officers mentioned-before will work on capacity building activities. This means that the capacity of the CMS Secretariat to deal with issues in Africa and Central Asia and to organize capacity building activities will improve, which will be a great step forward. One of the expected outcomes is that a detailed Capacity Building Action Plan will be elaborated. By including funds for capacity building activities a start could be made to implement the Capacity Building Plan although it is also expected that the new team will be actively involved in the fundraising necessary to implement the Plan. For your information the budget line proposed for capacity building will also cover the budget line use in the previous budget regarding membership promotion. Additional Staff also means that one of the shortcomings of the CMS Secretariat as indicated in Report 1 of the Future Shape process (i.e. the lack of human resources to deal with the coordination of the MoUs) has been partly solved.. In conclusion, scenario 5 will secure that the current human resources available as of August 2011 will be maintained. However the following activities foreseen under the previous budget as still pending:

- Outreach and fundraising projects - (€ 140,026)⁶;
- COP – support to delegates – (€ 53,286);
- Information Management and Technology – (€ 74,810);
- Conservation grant and projects – (€ 170,088); and
- Agreements. MoUs and Partnerships – (€ 162,951).

Scenario 10: Improving the functioning of the CMS Family

40. The Report of Phase III of the Future Shape Process CMS contains many ideas to improve the implementation of the Convention and to improve the functioning of the CMS Family. Scenario 10 particularly focuses on improving the functioning of the CMS Family by increasing communication and information activities.

What is included?

Associate Information Officer

41. While writing this document the CMS Secretariat has been approached by the United Nations Office for Outer Space Affairs (UN-SPIDER) based in Bonn enquiring whether the CMS Secretariat would be interested in taking over one of their JPOs. UN-SPIDER received two JPOs from the Government of Germany. It is a common practice that the Government of Germany provides these JPOs for the duration of two years with the possibility to grant a third year in case the recipient, in this case UN-SPIDER, would be able to secure funds to extend the contract of the JPO for a fourth year. Unfortunately UN-SPIDER is not in the position to do so at the moment and was looking urgently for another place in Bonn for the incumbent. The JPO is involved in website management and the development of information materials and would be a real asset to CMS. Particularly the foreseen development of a common website for the CMS Family based on new technology would be an issue where this JPO could substantially support the CMS Secretariat taking into account that nobody within the current CMS Secretariat has the knowledge of how to build up a new website. In addition this JPO could play a role in the species campaign e.g. the Year of the Bat campaign 2012 and

⁶ The amount mentioned in brackets indicates the total amount allocated in budget 2009-2011.

organization of the World Migratory Bird Day 2012. In case Parties agree to establish the post of Associate Information Officer, Germany most likely would grant funds for the 3rd year of the JPO (i.e. 2012).

Development of a new CMS Family Website

42. Within the CMS Family based in Bonn agreement has been reached in principle of developing a CMS Family Website which would replace at a certain moment the existing websites for CMS, AEW, ASCOBANS and EUROBATS. The current websites are using old technology and this is hampering the full participation of CMS and its agreements in the Knowledge Management project currently implemented by UNEP. The idea is to develop a new website based on a Content Management System and to use the newest technology which will enable CMS to access other MEAs' data and share some data stored on its website with other MEAs. It will also give us the possibility to work on the branding of CMS and its agreements in a way that we are seen as one family.

43. It is expected that after initial investment of financial and human resources during the next triennium these investments will pay off. The fact that the new CMS Family Website will replace the current websites from CMS, AEW, ASCOBANS and EUROBATS could lead to savings in the long run. In the future it might even be considered to have one common Information Unit that could deal amongst other things with maintaining the website. It also will avoid duplication of updating information and more over the Content Management System will be easier to use. The development of the new website is foreseen in Report III of the Future Shape of CMS.

Table 4: Overview of the additional variable costs under scenario 10 (in Euros)

Budget Item	2012	2013	2014	Total
Associate Information Officer		86,700	88,434	175,134
Development of a new CMS Website	27,500	50,000	50,000	127,500
Total of Variable costs	27,500	136,700	138,434	302,634

What is excluded?

44. Going back to the list of activities excluded under scenario 0, it becomes clear that if scenario 10 is chosen, the development of a common CMS Family Website, as foreseen in Report III of the Future Shape of CMS, could be implemented. The fact of having a dedicated Associate Information Officer will also lead to a boost in information management and improved communication with the Parties. This means that the remaining activities are still pending:

- Outreach and fundraising projects - (€ 140,026)⁷;
- COP –Support to Delegates – (€ 53,286);
- Information Management and Technology – (€ 74,810);
- Conservation grant and projects – (€ 170,088); and
- Agreements. MoUs and Partnerships – (€ 162,951).

What will be the impact on the implementation of CMS?

⁷ The amount mentioned between the brackets indicates the total amount allocated in budget 2009-2011.

45. Scenario 10 is an add-on to scenario 5. This means that we will have the staff in place to service the Parties better and in particular to coordinate the implementation of some of the MoUs. This scenario foresees in a new common CMS Family Website which will improve the branding of the CMS Family and increase our visibility. The new Associate Information Officer will assist the Information and Capacity Building Officer not only in improving the communication with the Parties but also with running our Annual Species Campaigns. Again this will certainly have a positive spin-off for CMS and CMS Family. So in conclusion scenario 10 will be the first step in improving the functioning of the CMS Family. According to the initial outcome of the Future Shape of CMS more improvements are expected but with an increase of only 10 percent that would not be feasible.

Scenario 15: Improving the implementation of the Convention

46. Under the previous scenarios the focus was on improving the capacity of the Secretariat to deliver what Parties were expecting and improving the functioning of the CMS Family. Scenario 15 builds on these scenarios with activities to improve the implementation of the Convention.

What is included?

Development of the online reporting system including the analytical tool

47. In accordance with Article VI paragraph 3, Parties are obliged to submit national reports on the measures they are taking to implement the provisions of the Convention. With the growing number of Parties it has become increasingly difficult to synthesize and analyse the data in these reports. As a first step toward a new system an online reporting system has been developed by UNEP-WCMC for AEWAs and CMS. It was possible to develop this system as a part of the Knowledge Management Project due to a grant received by UNEP from the Government of Norway. Besides staff time, CMS so far has not invested any funds in the development of the online reporting system and as a result the system was unfortunately not ready in time to be used for COP10. UNEP-WCMC is continuing to work on further improvements particularly to the AEWAs system and the first trial of the new tool will take place for the reporting cycle for AEWAs MOP5, which takes place in 2012 in France. As indicated above having the online reporting system is the first step towards a better use of the data that are contained in the National Reports. The next step is to develop an analytical tool that could process and make the data easily available. No funds have been secured for that step and therefore an amount of €25,000 per annum has been allocated to cover the cost for the development of the analytical tool as well as further improvement of the online reporting system and maintenance cost linked to these tools. Having the analytical tool in place will enable the Secretariat to identify the main gaps regarding the implementation of the Convention and to develop specific activities to fill these gaps.

Support for MoU implementation

47. Unlike Agreements, which have an own budget, the implementation of MoUs, as far as the Secretariat's activities are concerned, is fully dependent on voluntary contributions. Some seed money to initiate implementation of MoUs or for organizing Range States meetings would represent a step forward. Although it is without doubt true that many more funds are needed for the full implementation.

Outsourced MoU Coordination

48. The coordination of the MoU on the Aquatic Warbler, the Siberian Crane and Marine Turtles of the Coast of West Africa has been outsourced. Until recently the Aquatic Warbler and Siberian Crane MoUs were benefiting from support through LIFE III and GEF funding respectively. Unfortunately these projects have come to a close and it is not foreseen that new funding will come in due course. The organizations that were involved in coordination of these MoUs were able to do so in part due to the fact that they were simultaneously being funded through LIFE and the GEF. They will no longer be able to do so now that the funding has ended. Therefore CMS Secretariat has been requested to provide them with financial support. Regarding the Marine Turtles of the Coast of West Africa MoU the coordination costs have been shared so far on a 50:50 basis with UNEP/DELDC. In late 2012 this arrangement will come to an end and it is not expected that UNEP/ DELC will make a new commitment. In case CMS wants to continue to outsource the coordination of these three MoUs we need an amount of approximately €60,000 per year. This means that amount indicated in the draft budget will only cover part of the cost and that fundraising is needed to cover the rest.

Table 5: Overview of the additional variable costs under scenario 15 (in Euros)

Budget Item	2012	2013	2014	Total
Development of online reporting system incl. analytical tool	25,000	25,000	25,000	75,000
Support for MoU implementation	42,500	42,500	42,500	127,500
Outsourced MoU Coordination	25,000	25,000	25,000	75,000
Total of Variable costs	92,500	92,500	92,500	277,500

What is excluded?

49. Compared with scenario 10 this scenario foresees in the following activities the development of online reporting including an analytical tool, support for MoU implementation and support to outsourced MoU Coordination. It should be noted that in the previous budget, no separate budget line was listed to deal with outsourced MoU Coordination; this was more or less covered by the budget line dealing with Agreements, MoUs and Partnerships. Bearing this in mind, we could, by including outsourced MoU Coordination, take off pending activities listed under scenario 10, e.g. Agreements, MoUs and Partnerships. The development of the online reporting system incl. analytical tool will replace the Information Management and Technology as mentioned in the previous triennium. The remaining list of pending activities in case scenario 15 is chosen will be as follows:

- Outreach and fundraising projects - (€ 140,026)⁸;
- COP –Support to Delegates – (€ 53,286);
- Conservation grant and projects – (€ 170,088).

What will be the impact on the implementation of CMS?

50. Although scenario 15 still does not cover all activities that have been listed in the previous budget and also will not put the funds in place to fully implement the outcomes of the Future Shape process, it is certainly a big step forward. Funds will be in place as seed

⁸ The amount mentioned between the brackets indicates the total amount allocated in budget 2009-2012.

money not only to support the implementation of MoUs but also to outsource the coordination of some of the MoU to NGOs. Once again this option as an add-on to the previous option. It is a good first step to boost the implementation of the Convention. What is lacking are particularly funds for conservation grants and projects.

Scenario 20: Strengthening further the CMS Secretariat and the Conventions

51. This option will provide funds for the implementation of the Convention through conservation grants and projects. The CMS Secretariat is regularly approached by Contracting Parties and/or NGOs to consider supporting a conservation project. This option foresees in the provision of such funds. Furthermore some extra Secretariat costs are included.

What is included?

Conservation grants and projects

52. At regular intervals requests are received from Parties and/or Partner Organizations to support a conservation project. In the previous budget an amount of € 170,088 was allocated for conservation grants and projects. The amount is quite small for a global Convention such as CMS. However being in the position to provide a small grant to a certain project is not only highly appreciated by the recipient but makes a real difference to them in the sense that they can use support received from CMS to convince other donors to do the same. It also leads to an improved perception of CMS. A good example is the support given to the conservation of the Spoonbill Sandpiper. The decline of this species is so steep that without any conservation actions it might go extinct in the near future. RSPB and WWT developed a project aiming at captive breeding of this species. The small grant given by CMS has led to a decision of the East Asian Australasian Flyway Partnership to do the same. The amount of funds that is contributed by CMS and EEAFP is small but of great strategic importance because it shows that we are not only talking about conservation of species but also are willing to support fieldwork that might lead to avoiding the extinction of this species.

COP10 support to delegates

53. It would be preferable to have some allocations in the CMS core budget to support delegates from developing countries to attend COP11. The amount requested (€50,000) only covers part of the travel and subsistence cost of funded delegates. The actual amount needed will be five to six times more but having a small amount within in the budget means that at least part of these funds are secured. Particularly in the current economic climate it is far from easy to fundraise for support to delegates to attend COP11.

Travel costs for additional Staff

54. Compared with the previous triennium the number of Professional Staff has increased with 3 full-time and 1 part-time staff member⁹. The budget line “Travel: Staff on mission” being part of the fixed costs has not been increased compared with the budget 2009-2011 with the exception of the inflation correction. Over the years the costs of airfares have been increasing due to special flight taxes, additional costs for fuel, etc. Although telephone/ video conferencing is used more and more for meetings, there is still a need to attend important events in person. Within the current budget allocation is it already a challenge to keep the costs within the budget allocation but it is clear that with additional staff this will not be feasible. The proposed increase will allow each of these four new staff members to make

⁹ The part-time Staff member is the P-2 Officer based in Washington DC.

three to four official missions per year. Without an extra allocation to cover these costs the CMS Secretariat would not be in the position to make effective and efficient use of these extra human resources.

Purchase of new Computers and Printers

55. Over the years CMS Secretariat has made limited investment in keeping its computers up-to-date. The speed of the change of the current software used nowadays requires more or less that every 3-5 years or so the hardware is updated or replaced. Since 2010 our IT provider started to install Windows 7 as standard software to be used on all machines. Unfortunately many of the computers used by the CMS Secretariat date back to before 2005 and some were even purchased in 2000. These machines do not have the capacity to run Windows 7 and even under older versions of Windows they are extremely slow. A start was made in 2009 to gradually replace the computers used by the Professional Staff. At this moment all Professionals have machines that are state of the art. In 2011 also the Administration Unit received new PCs. The next step would be - should resources be available in the budget - to provide the General Support Staff with new equipment and finally the Consultants and Interns. Particularly Interns being young people and used to working with modern PCs are suffering from the old equipment we have in place at the moment. This is a standard remark they make in the evaluation report at the end of their Internship that they enjoyed very much working with CMS but that our computers are 'pre-historic' and extremely slow. The amount requested for the next triennium would enable us to replace most of the old computers and to purchase the necessary software licenses and small printers.

Table 6: Overview of the additional variable costs under scenario 20 (in Euros)

Budget Item	2012	2013	2014	Total
COP11-Support of Delegates			50,000	50,000
Conservation grants and projects	50,000	50,000	50,000	150,000
Travel costs for additional Staff	20,000	20,000	20,000	60,000
Purchase of new Computers and Printers	10,000	10,000	10,000	30,000
Total of Variable costs	80,000	80,000	130,000	290,000

What is excluded?

56. An increase of 20 percent will allow the CMS Secretariat to make a further step forwards. Funds will be available: to support delegates to attend COP11; for conservation grants and projects; for travel costs of additional Staff; and for purchase of new computers and printers. This means that the only outstanding issue from the list of activities that is not covered under one of the scenarios so far would be outreach and fundraising projects - (€140,026)¹⁰.

What will be the impact on the implementation of CMS?

57. Scenario 20 would make a difference regarding the implementation of CMS. The fact that funds will be available for support some conservation initiatives through a small grant will have an impact on how the outside world sees CMS. Having enough funds also to allow new staff to travel and to attend some of meetings would lead to efficient and effective use of these new staff members and at the same time enable CMS to be represented and more

¹⁰ The amount mentioned between the brackets indicates the total amount allocated in budget 2009-2012.

meetings of interest for the implementation of the Convention. Finally in the current ‘IT-World’ our staff is fully dependent on computers and these should meet certain basic standards.

Scenario 25: Optimal strengthening the functioning of the CMS Secretariat and implementation of the Convention.

58. The last scenario presented is based on 25 percent increase. This scenario again is building on the previous scenarios and will make it possible to have a full-time staff member in Washington DC and to double the funds for conservation grants and projects. Even under this scenario not all proposals coming out of the Future Shape process can be implemented due to lack of funding.

What is included?

Associate Officer in Washington DC

59. To increase the presence in Washington DC (i.e. to have a full-time P-2 position there) would be preferable. Under scenario 25 funds would be available to increase the post from 50 to 100 percent. It is clear that having somebody based at the UNEP/RONA Office and working full-time for CMS could make a difference. He/she would be much more able to follow up all the developments that take place and are of interest to CMS and would have more time to build up and strengthen the network for CMS in the Americas. Ultimately this might lead to more support for the implementation and hopefully to the accession of the USA to CMS. It is also expected that he/she might also have some time for establish a better relationship with the Government of Canada.

Conservation grants and projects

60. It is needless to say that doubling the amount for conservation grants and projects would enable the CMS Secretariat to support more projects worldwide. An amount of €100,000 would suffice to support between 10-20 projects annually. It would also be a first step towards re-establishing the small grant programme, which has proven over the last decade to be a very useful tool to initiate conservation activities.

Table 7: Overview of the additional variable costs under scenario 25 (in Euros)

Budget Item	2012	2013	2014	Total
Associate Officer in Washington DC (100 %)	85,000	86,700	88,434	260,134
Conservation grants and projects	100,000	100,000	100,000	300,000
Total of Variable costs	185,000	186,700	188,434	560,134

What is excluded?

61. In general it can be said under scenario 25 all activities that were part of the previous budget are included. However, even under the 25 percent increase not all proposals that might come out of the Future Shape process can be implemented and the same will be the case for the Strategic Plan. It should be clear that the Secretariat will be dependent on voluntary contributions from Parties and Partner Organizations for the ‘extras’.

What will be the impact on the implementation of CMS?

62. An increase of 25 percent would really make a difference for the functioning of the Secretariat and the implementation of the Convention. Compared with the previous budget this scenario includes more or less all activities and in addition more Staff would be available to follow up all decisions taken by the Conference of the Parties. This would be a huge step forward. Therefore this scenario is seen as the optimal option to strengthen the functioning of the Secretariat and the implementation of the Convention. What is still missing is adequate funding to implement all decisions taken by the Conference of the Parties and in particular those related to the Future Shape of CMS process. Therefore additional voluntary contributions are still required not only for these activities but certainly also for the implementation of the Convention and the MoUs.

5. Comparing the different scenarios

63. The different scenarios could be compared to each other but also with the previous budget 2009-2011 as approved by COP 9. Table 8 will give this overview with a focus on some main features.

Table 8: Comparing the different scenarios with the situation for the triennium 2009-2011.

DESCRIPTION OF ACTIVITY/ RESOURCES	SCENARIO					
	0	5	10	15	20	25
<i>Funds available for:</i>						
1) Strengthening the capacity of the Secretariat	Yes ¹¹	Yes ¹²	Yes ¹³	Yes	Yes	Yes ¹⁴
2) Capacity building events	No	Yes	Yes	Yes	Yes	Yes
3) Conservation grants and projects	No	No	No	No	Yes	Yes
4) Development of a CMS Family Website	No	No	Yes	Yes	Yes	Yes
5) Development of online reporting system incl. analytical tool	No	No	No	Yes	Yes	Yes
6) COP11-support to Delegates	No	No	No	Yes	Yes	Yes
7) Consultancies-Experts	No	Yes	Yes	Yes	Yes	Yes
8) Support for MoU implementation	No	No	No	Yes	Yes	Yes
9) Outsourced coordination of MoUs	No	No	No	Yes	Yes	Yes
10) Travel costs for additional Staff	No	No	No	No	Yes	Yes
11) Purchase of new Computers and Printers	No	No	No	No	Yes	Yes

64. While comparing the scenarios presented in this paper with the situation during the period 2009-2011 it becomes crystal clear that a substantial increase is needed to on one hand maintain the current capacity built up within the last years due to arrival of some gratis personnel and on the other hand have some funds in place for some activities and meetings. Going through the Report III of the Future Shape of CMS many more proposals are listed there with some financial consequences. It would be extremely difficult to include many of these proposals in to the core budget without causing a tremendous increase far beyond what Parties might even want to consider. From the figures presented above it might become clear

¹¹ Scenario 0 foresees in the continuation of the part-time posts created in 2010/2011 in Washington DC.
¹² Scenario 5 foresees in the replacement of the 2 JPOs respectively dealing with Africa and Central Asia by 2 P-2 Officers to maintain the capacity of the Secretariat in this respect.
¹³ The recruitment of an Associate Information Officer is foreseen under scenario 10.
¹⁴ This scenario foresees in the extension of the contract of the Associate Officer in Washington DC from part-time to full-time as of 2012.

that the break-even point is somewhere around 15 percent increase of the current budget. All scenarios below the 15 percent mean that many activities will become fully dependent on voluntary contributions or could not be carried out at all. The way the draft budget is presented will give the Parties the possibility of taking an informed decision because it will be clear what kind of output might be expected.

65. Finally the different budget scenarios including the budget lines used could be found in the draft Resolution and Financial and Administrative Matters.

Annex 1: Overview of the fixed costs:

BUDGET ESTIMATES FOR 2012-2014 - CMS TRUST FUND IN EURO (Draft)					
BL	Budget Item	2012	2013	2014	Total 2012 - 2014
		EUR	EUR	EUR	EUR
	SALARIES OF FIXED TERM STAFF				
BL	EXECUTIVE OFFICE (HQ)				
1101	Executive Secretary (D1); 97% (3% ASCOBANS)	160,000	163,200	166,464	489,664
1102	Deputy Executive Secretary (P5)	148,000	150,960	153,979	452,939
1301	Personal Assistant to the Executive Secretary (GS-6)	78,000	79,560	81,151	238,711
1302	Secretary to the Deputy Executive Secretary (GS-4) - 50%	30,300	30,906	31,524	92,730
	PARTNERSHIPS & FUNDRAISING UNIT (PFU)				
1103	Inter-Agency Liaison Officer (P4)	135,000	137,700	140,454	413,154
1104	Associate Partnerships and Fundraising Officer (P2)	85,000	86,700	88,434	260,134
1306	Admin Assistant (GS-4)	60,600	61,812	63,048	185,460
	INFORMATION & CAPACITY BUILDING UNIT (ICBU) - SHARED WITH ASCOBANS & EUROBATS				
1105	Head of Unit (P4)	135,000	137,700	140,454	413,154
1303	Senior Information Assistant (GS-7)	78,000	79,560	81,151	238,711
1304	Secretary (GS-4) -Part time 50%	30,300	30,906	31,524	92,730
1305	Clerk (GS-4)	60,600	61,812	63,048	185,460
	SCIENCE, DATA AND MARINE UNIT(SDMU)				
1106	Head of Unit (P4); 85% (15% ASCOBANS)	114,750	117,045	119,386	351,181
1107	Associate Scientific Support Officer (P2)	85,000	86,700	88,434	260,134
1108	Associate Marine Mammals Officer (P2); 25% (75% ASCOBANS)	21,250	21,675	22,109	65,034
1308	Secretary (GS-4), 50%	30,300	30,906	31,524	92,730
	POLICY AND AGREEMENTS UNIT (PAU)				
1109	Head of Unit (P4)	135,000	137,700	140,454	413,154
1307	Programme Assistant (GS-5)	60,600	61,812	63,048	185,460
1309	Secretary (GS-4), 50%	30,300	30,906	31,524	92,730
	ADMINISTRATIVE AND FINANCIAL SERVICES UNIT				
1110	AFMO (P4)	-	-	-	-
1311	Finance Assistant (GS-6)	-	-	-	-
1312	Finance Assistant (GS-5)	-	-	-	-
1313	Administrative Assistant (GS-5)	-	-	-	-
1314	Administrative Assistant (GS-5)	-	-	-	-
	Regional Office in Asia				
1111	CMS Senior Advisor and Head of IOSEA (P5) - 20%	19,200	19,200	19,200	57,600

BL	Budget Item	2012	2013	2014	Total 2012 - 2014
	Total Salary costs	1,497,200	1,526,760	1,556,911	4,580,871
	HQ Secretariat costs				
1611	Travel: Staff on mission	67,000	68,340	69,707	205,047
4110	Office supplies	5,400	5,508	5,618	16,526
4210	Non-expendable equipment	10,000	10,200	10,404	30,604
5101	IT Equipment	-	-	-	-
5102	IT Services	70,000	71,400	72,828	214,228
5103	Maintenance of computers	-	-	-	-
5104	Maintenance of printers	10,000	10,200	10,404	30,604
5201	Information material and document production	12,500	12,500	12,500	37,500
5311	Communication costs (telephone, fax)	17,000	17,340	17,687	52,027
5312	Postage and courier	7,750	7,905	8,063	23,718
5313	Miscellaneous	3,100	3,162	3,225	9,487
5401	Hospitality	500	500	500	1,500
	Total HQ Secretariat costs	203,250	207,055	210,936	621,241
	Minimum costs of meetings of Subsidiary bodies				
3301	Standing Committee Meetings - Support to delegates	20,400	20,808	-	41,208
3302	Scientific Council Meetings - Support to delegates	-	93,500	95,370	188,870
		-	-	-	-
1201	Consultancies - Translation	70,000	70,000	87,000	227,000
1202	Consultancies - COP Servicing -(Salary/travel)	-	-	273,000	273,000
1612	COP 11 Travel of CMS Staff	-	-	50,000	50,000
	Total minimum costs of meetings of Subsidiary bodies	90,400	163,500	410,000	663,900
	Subtotal Fixed costs	1,790,850	1,918,123	2,273,217	5,982,190