

Convention on Migratory Species: Future Shape Phase II

Options Report

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ACRONYMS

AC	Advisory Committee
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 1996
AEWA	Agreement on the Conservation of African-Eurasian Migratory Waterbirds 1995
ASCOBANS	Agreement on the Conservation of Small Cetaceans of the Baltic, North-East Atlantic, Irish and North Seas 1992
BLI	Bird Life International
CBD	Convention on Biological Diversity 1992
CITIES	Convention on International Trade in Endangered Species of Wild Fauna and Flora 1973
CMS	Convention on the Conservation of Migratory Species of Wild Animals 1979 (also known as the “Bonn Convention”)
CMS Family	Subsidiary instruments created under the aegis of CMS
COP	Conference of the Parties
CSN	Critical Site Network
EUROBATS	The Agreement for the Conservation of Populations of European Bats
IPBES	Inter-Governmental Science-Policy Platform on Biodiversity and Ecosystem Services
ISWG	Inter-Sessional Working Group
ISWGoFS	Inter-Sessional Working Group in the Future Shape of CMS
IUCN	International Union for the Conservation of Nature
MEA	Multilateral Environment Agreement
MOP	Meeting of the Parties
MOU	Memorandum of Understanding
MOS	Meeting of the Signatories
NGO	Non-Governmental Organization
PSC	Project Support Costs
Ramsar	The Convention on Wetlands of International Importance 1971

SC	Scientific Council
S/T	Sub-total
SPREP	South Pacific Regional Environment Programme
StC	Standing Committee
UNEP	United Nations Environment Programme
UNEP-WCMC	UNEP World Conservation Monitoring Centre
WATCH	Western African Talks on Cetaceans and their Habitats
WHC	UNESCO World Heritage Convention 1972
WOW	Wings over Wetlands (WOW) UNEP-GEF African-Eurasian Flyways Project

EXECUTIVE SUMMARY

INTRODUCTION

This paper is part of the Second Step of the Future Shape Intersessional Process (FS Process), mandated by Resolution UNEP/CMS/Res.9.13, which seeks to strengthen the CMS and the CMS Family's contribution to the worldwide conservation, management and sustainable use of migratory species over their entire range. The FS Process is divided into three Steps or Phases.

Phase I of the FS process was finalized in December 2010 and resulted in a Phase I Report which reviewed the CMS and its Family function from a legal, institutional, financial, scientific and information management perspective. From that review a snapshot of the advantages and disadvantages of the status quo was provided in order to pinpoint areas for improvement (*see Annex II for a Summary Phase I Report - main advantages and disadvantages of the CMS and the CMS Family.*).

Phase II seeks to propose different options on the organizational and strategic activities that could improve current operations and, where appropriate, solve any difficulties encountered in the functioning of CMS and CMS Family in Phase I. Thus this Phase II Report builds on a number of earlier documents including: the Phase I Report; extensive research; responses from Parties/Signatories and external organizations to Phase II questionnaires (*see Annex III for a Summary of the key issues raised in Phase II questionnaires*); ERIC'S two previous proposals for thematic Options and specific activities to influence the FS of CMS and its Family; the results of the of the second ISWGoFS meeting held on the 1 and 2 July 2010 (*see Annex VII Activities Table*); consultation and feedback from the StC following its 37th Meeting, and comments of the ISWGoFS and CMS' Secretariat. The results of this extensive work are contained within this Report and summarized below.

ERIC has also been engaged to work on the next Step or Phase III of the FS Process, during which: “...the WG shall propose three different options for the future organisation and the strategic development of CMS and the CMS family, outlining the pros and the cons of each”.

A Phase III Report should be communicated to CMS' StC members six months before COP10 where provisional recommendations will be made concerning the ISWGoFS' preferred option for reform of CMS and its Family. The StC is expected to provide coordinated comments and suggestions to the Phase III Report four months before COP10.

METHODOLOGY

Following the rationalization and prioritization of the list of activities contained in the *Activities Table* at *Annex VII*, these were further developed by taking into account the *practical steps* needed to implement each activity and the estimated *costs* of implementation and the impact of that activity on CMS and its Family. The activities were then grouped under 4 Options chosen by the ISWGoFS, namely: *Concentration, Decentralization, Ideal, and Low Cost*. However, in our view, the key to this Report are the activities and all the detail provided on their implementation as each and every one improves the CMS Family in some way by dealing directly with issues raised in the Phase I Report. Therefore, it is for the ISWGoFS to choose other Options moving forward.

Practical steps

Each of the activities was broken down into a number of actions required to bring that activity into being. For example “*Creating an overarching strategic plan for CMS Family*”, would require setting up of a ISWG to explore the possibilities of such a strategic plan, meetings of this WG, the engagement of two consultants for a period of at least 12 months to carry out the review required and to draft an initial overarching Strategic Plan, translation of the resulting reports and input from all Agreement Secretariats and MoU coordinators.

Costing

Each of the steps required to bring an activity about was given an estimated cost based on CMS and CMS Family budgets and input from CMS’ Secretariat. All costs at *Annex V Financial Analysis of Activities within each Option* are given a total cost but also broken down into:

- *start up costs* – cost to commence the activity, such as recruitment costs or IT equipment costs;
- *new ongoing costs* – cost required by the activity over a period of time, such as salary costs, consultant costs or translation costs;
- *existing staff costs*– following feedback from the Parties in order to find out the true cost of an activity we have also costed the existing staff’s time.

To take the same example as above “*Creating an overarching strategic plan for the CMS Family*” would cost an estimated €142,200 based on the WG meeting 3 times at a total cost of €15,000; the cost of 2 consultants for a year at €124,200, translation costs of £3,000; and the cost of existing CMS and CMS Family staff estimated at €96,303.

It is important to note that due to the complexity of the data gathering in Phase II, during costing, “*savings resulting from efficiencies following implementation of new activities*” were not taken into account. However, savings will be covered in Phase III.

Calculating impacts

As required by Resolution UNEP/CMS/Res.9.13 para 3, the advantages and disadvantages of each activity are analyzed by taking into account their impact on CMS and its Family’s conservation status, integration (cooperation within the CMS Family), synergies (cooperation with external institutions), legal instruments, the institutions and their cost (*see Annex VI Options Scoring*).

Calculating impacts is however, not a purely objective exercise as it is based on the views and opinion of the authors, those that returned Phase II questionnaires, the ISWGoFS, the various Secretariats and observers. Thus the mathematical calculation of impacts set below was designed to work as an informed indicator of impacts and not as a definite and exclusive expression of impacts.

Impact of an activity

Given that Options are made up of activities, the first step was to calculate the impact of a specific activity. The ISWGoFS was very keen on providing some sort of objective methodology to assess these impacts and approved the following formula:

$$[(d) + (e) + (f)] - [(a) + (b) + (c)] = \text{Activity Impact}$$

The *positive/beneficial impacts* are made up of:

- (d) conservation impacts of the activity;
- (e) promotion of integration within the CMS Family;
- (f) promotion of synergies with external organizations.

The *negative/cost impacts* are made up of:

- (a) legal effects such as changes to the text of the Convention;
- (b) financial costs; and
- (c) institutional effects taking into account the workload of the CMS Secretariat (*see Annex I* for full methodology).

Each impact was given a score from 1 to 5, 1 being the lowest impact and 5 the highest impact. The impact could then be classified as a low, medium or high positive (or negative) impact.

To take again the same example “*Creating an overarching strategic plan for the CMS Family*” scored as follows:

$$[(4) + (4) + (3)] - [(2) + (3) + (3)] = 3 = \text{Medium Positive Impact}$$

The impact for each individual activity can be found at *Annex VI Options scoring*.

Impact of an Option

The next step was to calculate the impact of an Option taking into account the scores given for the activities grouped under the Option. We used the following calculation:

$$[\text{Option total beneficial activity impact}] - [\text{Option total negative activity impact}] = \text{Option Impact}$$

The impact of an Option could then be classified as low, medium or high positive (or negative) impact, although all Options scored positively.

Option	Option Score	Overall Impact
1. Concentration	18	Medium Positive
2. Decentralisation	23	High Positive
3. Ideal	11	Medium Positive
4. Low Cost	15	Medium Positive

THE OPTIONS

A summary of each Option is set out in the tables below.

Note - ERIC prepared a number of papers with Options for the ISWGoFS based on the activities proposed by the ISWGoFS and ERIC. However due to time constraints the Chair of the ISWGoFS mandated the grouping of the four Options below, also based on the activities proposed by the ISWGoFS and ERIC. The WG did not finally approve these four Options. However the Phase II exercise and this Report was still relevant and essential to Phase III as the detail on the activities allowed the ISWGoFS to make an informed choice and agree on a further 3 Options at a meeting in February 2011.

Option	Total cost Euros	% increase on CMS current core budget	Advantages (pros)	Disadvantages (cons)	Overall impact
CONCENTRATION					
<p>To provide common services across CMS and the CMS Family, e.g. arrangement of meetings; collection, management and storage of scientific data; information technology services; capacity building; gap analysis; and communication.</p> <p>Concentration amongst agreements where appropriate, e.g.by extending the geographical scope of an existing agreement rather than negotiate a new agreement; merge agreements.</p> <p>Strategic integrated approach to the CMS Family, e.g. having an overarching Strategy for the whole of the CMS Family; CMS Family wide Scientific.</p>	<p>€3.67 m over a 3 year budgetary period, if all activities are implemented.</p> <p>Start up costs</p> <p>€ 1.84m</p> <p>New ongoing cost</p> <p>€ 1.34m</p> <p>Existing staff cost</p> <p>€487,543</p>	<p>48.5%</p>	<p>Efficiency by facilitating the sharing of resources and reducing duplication of efforts across the CMS Family.</p> <p>The above results in medium to long term cost savings.</p> <p>Assists with external synergies - one focal point of contact and centralised data so easier to compare and exchange.</p> <p>Assists with agreement implementation - greater understanding of what the Family's needs specifically and as a whole.</p> <p>Assists with integration as there will be centralized strategy, data and capacity building provision and therefore exchanges.</p> <p>Can avoid creation of new agreements where funds are not in place.</p>	<p>High costs Option, both in the startup period and as ongoing costs.</p> <p>Potential disturbance to normal provision of services across CMS and the CMS Family for a short period of time.</p> <p>Can require increased staffing and increased burden on CMS Secretariat staff that are already stretched.</p> <p>Where existing agreements are to be merged there needs to be a renegotiation of the agreement.</p>	<p>Medium positive impact if all of the activities under this Option were adopted.</p> <p>The impact is lower because of the:</p> <ul style="list-style-type: none"> - high financial costs due to new staff; and - Savings have not been taken into account.

Option	Total cost Euros	% increase on CMS current core budget	Advantages (pros)	Disadvantages (cons)	Overall impact
DECENTRALIZATION					
<p>#Encourage a greater regional presence of the CMS Family in order to improve localization of activities, enhancing services, personnel and partnership by working with regional organizations.</p> <p>The focus is on creating synergies and partnerships, rather than duplicating the CMS institutional structure at a more regional level.</p>	<p>€1,018m over a 3 year budgetary period, if all activities are implemented.</p> <p>Start up costs € 633,256</p> <p>New ongoing cost € 319,000</p> <p>Existing staff cost €65,500</p>	<p>15.5%</p>	<p>Increased awareness of the CMS Family at a regional/local level.</p> <p>Increased implementation and conservation efforts by translating CMS' international obligations into national and local environmental agendas.</p> <p>Provides access to a wider scope of expertise on related issues from external organizations.</p> <p>Greater integration with UNEP.</p>	<p>Would not resolve duplication of effort across the CMS Family as it is focused at a lower institutional level.</p> <p>May not assist in resolving the diseconomies of scale for signatory Parties to numerous agreements whom would benefit from greater concentration.</p> <p>Where existing agreements are to be merged there needs to be a renegotiation of the agreement.</p>	<p>High beneficial impact if all of the activities under this Option were adopted.</p> <p>There is a low financial impact due to basing this Option largely on synergies and integration which translate into economies of scale.</p>

Option	Total cost Euros	% increase on CMS current core budget	Advantages (pros)	Disadvantages (cons)	Overall impact
IDEAL					
<p>Vision of the future for CMS as having global reach and a greater influence amongst other MEAs.</p> <p>CMS enhancing partnerships with non-environmental international organizations to influence the sustainability and climate change agendas.</p>	<p>€9,537m over a 3 year budgetary period, if all activities are implemented. [In Phase III there will be an adjustment to one of the activities contained herein which will reduce the cost by €750k]</p> <p>Start up costs € 2,812m</p> <p>New ongoing cost € 6,406m</p> <p>Existing staff cost €318,700</p>	<p>145%</p>	<p>Efficiency through evaluation of value for money.</p> <p>Greater implementation of CMS overall by staffing MoUs.</p> <p>Increased visibility of CMS.</p> <p>Greater integration amongst the Family by sharing resources, e.g. science databases.</p> <p>Greater protection of migratory species as States across all migratory routes are Parties to the Convention.</p> <p>Assists with integration as there will be centralized strategy, data and capacity building provision and therefore exchanges.</p> <p>Greater synergies with external organizations.</p>	<p>Very high cost Option, both in the startup period and as ongoing costs.</p> <p>There is a risk that rapid growth may lead to lack of coordination.</p> <p>Recruitment may be an issue due to the long lead in time and need for specific expertise, including languages.</p>	<p>Medium positive impact if all of the activities under this Option were adopted.</p> <p>Although it has a very high positive impact on CMS and its Family the overall is medium positive due to costs.</p> <p>Improved economies of scale, (e.g. reducing duplication of efforts and operational efficiencies in) the medium to long term have not been taken into account and would increase the positive level of impact.</p>

Option	Total cost Euros	% increase on CMS current core budget	Advantages (pros)	Disadvantages (cons)	Overall impact
LOW COST					
<p>Build on current CMS institutions and practices by identifying activities that can enhance CMS's current work at no or little additional cost.</p>	<p>€650,570 over a 3 year budgetary period, if all activities are implemented.</p> <p>Start up costs € 411,550</p> <p>New ongoing cost € 172,000</p> <p>Existing staff cost € 67,020</p>	9.8%	<p>No disruption from institutional or organizational change.</p> <p>Policy driven solutions increase efficiency of the Convention, e.g. by not creating agreements unless there is funding.</p> <p>Relying on temporary staff and secondees reduces costs, gives greater visibility to the Convention and allows for a greater pool of experts.</p>	<p>Some States may not be able to take on devolved costs, e.g. for translations into the local language.</p> <p>Some States may not be able to provide secondees and this may cause imbalance of representation within Secretariats.</p> <p>There may be issues with continuity of staffing.</p> <p>May not deliver consistent economies of scale across the whole of the CMS and the CMS Family or resolve resource inefficiencies as many of the individual activities scored low on integration.</p> <p>It only addresses some of the issues raised in Phase I.</p>	<p>Medium positive impact if all of the activities under this Option were adopted.</p> <p>The impact is high due to very low costs and lack of accountability of savings.</p>

CONCLUSION AND NEXT STEPS

Options which have a high cost may also provide high benefits to the “shape” of the CMS and its Family. In some cases the costs are high initially but save resources in the long term. An example is Concentration which focuses on economies of scale and has a positive impact but high initial investment costs. Decentralization has the highest positive impact as it focuses on making partnerships, synergies and sharing resources (rather than opening new standalone offices and/or relocating staff) and because of its perceived effect on conservation efforts on the ground.

Option 3 (Ideal) is based on an ideal vision of CMS and thus has very high costs. However, even though the costs are high it has very high positive effect on CMS and its Family as it delivers the ISWGoFS vision of a high profile CMS at MEA level and with greater worldwide coverage. Option 4 is a low cost option and therefore has a medium positive impact without any major changes to the functioning of CMS.

Each Option has its advantages and disadvantages, e.g. Concentration and Ideal are high in cost but provide much needed resources to the overstretched CMS Secretariat. Low cost looks at policies which deal to an extent with problem areas identified in the Phase I Report and Phase II questionnaires such as more coordinated implementation monitoring and careful consideration of the impacts of creating a new agreement.

Resolution 9.13 states that during Phase II: *“For each of the issues mentioned in point 3 of Resolution UNEP/CMS/Res.9.13 and in the light of the outcome of the assessment of CMS’ current situation, the WG shall propose different options on the organization and strategic activities that could improve current operations”* This Phase II report fulfills this mandate

It is now for the Standing Committee to provide inputs to these options for reform of the CMS and its Family for further consideration. During Phase III: *“...the WG shall propose three different options for the future organisation and the strategic development of CMS and the CMS family, outlining the pros and the cons of each.*

A Phase III report will be communicated to the CMS Standing Committee members six months before COP10 where provisional recommendations will be made concerning the ISWGoFS’ preferred option for reform of CMS and its Family. The Standing Committee members are expected to respond providing their coordinated comments and suggestions four months before COP10.

INTRODUCTION

1. This paper is part of the Second Step of the intersessional process (FS Process) to explore the possibilities of strengthening the contribution of the CMS and the CMS family to the worldwide conservation, management and sustainable use of migratory species over their entire range as mandated by Resolution UNEP/CMS/Res.9.13. Eric's task is to facilitate the drafting by the ISWGoFS of proposals on strategies and structure of the CMS and the CMS Family for presentation at the Tenth Conference of the Parties in Norway in 2011 (COP10).
2. The Second Step or Phase II of this process builds on Eric's Phase I Report of the FS Process (*see Annex II*), responses to Phase II questionnaires (*see Annex III*) and the results of the of the ISWGoFS meeting on the 1 and 2 July 2010. At that meeting an exciting workshop was held where ISWGoFS' members proposed a large number of activities to improve the CMS and its Family by taking into account the issues raised in Resolution UNEP/CMS/Res.9.13 para 3.
3. As instructed by the ISWGoFS and in consultation with the CMS Secretariat, this Report proposes 4 Options for reform of CMS and its Family: Concentration, Decentralization, Ideal and Low Cost. This Report will be communicated to the CMS' Standing Committee members one month before the CMS' Standing Committee meeting and it is open to the Standing Committee to review it and provide further inputs.
4. As mandated by the ISWGoFS's terms of reference, the CMS Standing Committee will provide its *comments and suggestions* to the ISWGoFS within one month *after the Standing Committee meeting*. After these comments have been incorporated and on the basis of the hypothesis developed in the Phase II Report, the ISWGoFS will propose three different Options for the future organization and the strategic development of CMS and the CMS family, outlining the pros and the cons of each.
5. Eric will then produce a Phase III report under the instructions of the ISWGoFS which will make provisional recommendations about the ISWGoFS preferred Option for the FS of the CMS and its Family and which will be communicated to the CMS Standing Committee members six months before COP10. The Standing Committee members are then expected to respond providing their coordinated comments and suggestions four months before COP10.

METHODOLOGY

6. Following the 2nd meeting of the ISWGoFS and after further consultation, Eric:
 - developed the activities proposed by the ISWGoFS into specific actions;
 - prioritized these activities on the basis that they sought to deal with the weaknesses and further exploit the advantages of the CMS and its Family as covered in the Phase I report and returned Phase II questionnaires (*see Annex II and III*); and
 - assessed the activities on the basis of their impact on 6 key foci: (a) legal effect, (b) financial cost, (c) institutional effect, (d) conservation effect, (e) integration within the CMS Family and (f) synergies with external organizations.

7. The activities were then grouped into 4 possible Options for reform of CMS and its Family, namely Concentration, Decentralization, Ideal and Low Cost, although the final grouping of activities may later take other forms including classification on the basis of their cost. Thus each activity has been scored, costed and considered individually as well as part of an Option.
8. Each activity within the 4 options was scored between 0 and 5 and given a total final score taking into account the 6 key foci. A high score for impacts (a) legal effect, (b) financial cost, (c) institutional effect would result in a negative impact on the CMS Family, whilst a high score for impact on (d) conservation, (e) integration within the CMS Family and (f) synergies with external organisations would result in a positive impact on the CMS Family. As such, the Total Score for each Option is based on a calculation of $[(d) + (e) + (f)] - [(a) + (b) + (c)]$.
9. A financial strategy initially identifies for each priority activity, the likely cost of the activity (low, medium, high). Eric costed these activities with the assistance of CMS's Secretariat input and its own evaluation taken from CMS's available financial information.

This methodology was shared and discussed with the Chair of the ISWGoFS and the CMS' Secretariat and is reproduced more fully at *Annex I*

The ISWGoFS wishes ERIC to point out that calculating impacts is not a purely objective exercise, given that it is based on the views and opinion of the authors, those that returned Phase II questionnaires, the ISWGoFS, the various Secretariats and observers. Thus the mathematical calculation of impacts set out above was designed to work as an informed indicator of impacts and not as a definite and exclusive expression of impacts.

OPTIONS

ERIC prepared a number of papers with Options for the ISWGoFS based on the activities proposed by the ISWGoFS and ERIC. However due to time constraints the Chair of the ISWGoFS mandated the grouping of the four Options below, also based on the activities proposed by the ISWGoFS and ERIC. The WG did not finally approve these four Options. However the Phase II exercise and this Report was still relevant and essential to Phase III as the detail on the activities allowed the ISWGoFS to make an informed choice and agree on a further 3 Options at a meeting in February 2011.

OPTION 1- CONCENTRATION

10. A number of similar services and responsibilities are performed by the CMS and the CMS Family instruments, these include: the arrangement of meetings; collection; management and storage of data; information technology; capacity building; and communication. Thus Option 1 looks at the concentration of CMS services where this can achieve efficiency through facilitating the sharing of resources and reducing or avoiding duplication of activities across the CMS and the CMS Family.

11. The list of activities identified against Option 1 provide individually and collectively means of resolving some of the diseconomies of scale of the management framework of the Convention and its subsidiary instruments that were highlighted in the Phase 1 Report and raised in the responses to questionnaires by Parties and partner institutions. The underlying objective of Option 1 is to streamline the different administrative systems implemented across the CMS and its daughter instruments and reduce multiplication of effort. Option 1, therefore provides a list of activities designed to drive efficiencies across staff time, finances and operational infrastructure.
12. Whilst this Option, in the main, focuses on concentration at the CMS level, some of the activities provide for opportunities for concentration between and amongst agreements which are geographically proximate, for example by extending the scope of an existing Agreement rather than negotiate a new Agreement (Activity 8). An example of this could be extending the coverage of AEWA to include the Central Asian Flyway rather than the creation of a new Agreement.

Activities

1. CMS Secretariat to carry out a global gap analysis at the Convention level (planning).

13. The gap analysis should consider what issues are already being addressed by the Convention, what issues it is not addressing, whether another organization is addressing these issues and if there are opportunities for the Convention to partner with this organization. The work of the Scientific Council could complement the gap analysis by providing information on any scientific gaps that exist and what research is required to fill these gaps.

Impact Level Benefit: Medium (8)

14. This activity can assist in the prioritizing of resources across the CMS Family providing for improved cooperation and sharing of resources. The analysis can assist in developing synergies with external organizations as it can identify the work areas of these organizations and where there may be commonality with the CMS Family agenda.

Impact Level Cost: Medium (5)

15. The negative impacts are individually quite minor requiring a consultant to undertake the analysis and with only a minor institutional impact as any additional support will be limited in duration.

Overall Activity Impact: Medium [8]-[5] = (+) 3

16. The benefit of the activity outweighs the costs of the activity with medium positive impact to the CMS and the CMS family.

2. Coordinate access to research data as a centralized service across CMS agreements (operational).

17. This activity involves amalgamating existing and future research data relating to the Convention's objective in a central location, in order to allow easy access to all Parties and Signatories.

Impact Level Benefit: Medium (7)

18. Improved access to data held across the CMS Family in one central location (for example a Convention intranet site) reducing duplication of data collection and enhancing the sharing of information across the CMS Family. The impact could be higher depending on the quality of the management tool utilized to store the collected information/data.

Impact Level Cost: Medium (6)

19. The cost impact includes 20 per cent of the newly recruited Information Management Officer plus the development of an intranet site to provide Parties and Signatories with direct access to the data source.

Overall Activity Impact: Low [7]-[6] = (+) 1

20. This activity records a low positive impact on the CMS. Over the medium to long term, it could improve the knowledge base of the CMS Family, which could ultimately assist in identifying gaps in knowledge and common challenges (changes in migratory patterns), which could allow the CMS to proactively seek solutions.

3. CMS to coordinate scientific research programmes based on identification of common issues/threats shared across the CMS family to reduce duplication and overlaps and improve economies of scale.

21. This activity involves developing research programmes across the Agreements and the MoUs in relation to common issues, where joint research can be shared between a number of different agreements. The activity could include shared research on the impacts of climate change, on developing indicators for measuring action plans and for developing guidance and information to be shared amongst the CMS family. In addition it may provide opportunities for data sharing. The activity can in the main be undertaken by the Scientific Council of the CMS and other Agreements.

Impact Level Benefit: High (9)

22. The benefits of the activity include increased opportunities for enhanced conservation benefits arising from more inclusive research projects and may allow for greater cooperation amongst the agreements and would enable the sharing and optimization of data generated from the research projects.

Impact Level Cost: Medium (5)

23. The costs of the activity would entail a percentage of a newly recruited Information Management Officer's time. 10 per cent has been estimated but this may require a higher percentage at the beginning of the activity to instigate this new policy.

Overall Activity Impact: Medium [9]-[5] = (+) 4

24. The positive impacts of this activity are assisted by the potential improvements in integration between agreements sharing research and data and the subsequent positive impacts this could have on enhanced conservation benefits.

4. CMS Secretariat to provide centralized services relating to building capacity with the CMS Family including training and educational activities (operational).

25. This activity would include the development of guidance to be shared across the CMS Family including capacity building and training programmes to enhance implementation. This would include centralized workshops by region or along common thematic interests, for example the development of national policy instruments, reporting practices and species monitoring.

Impact Level Benefit: Medium (8)

26. The benefits of the activity include increased sharing of experiences, expertise, and lessons learned amongst Parties and Signatories, which can result in improved conservation know-how.

Impact Level Cost: Medium (8)

27. The costs of the activity include those related to organizing additional workshops and training sessions as well as the cost of a part-time Capacity Building Officer (P2).

Overall Activity Impact: Neutral [8]-[8] = (0)

28. The positive impact of this activity could be higher if only a proportion of the cost for the Capacity Building Officer's time was attributed to the activity. In order for the activity to be considered on its own merits, the full cost of a part-time Capacity Building Officer has been included within the impact assessment. Consequently, the activity impact is likely to be higher than neutral.

5. CMS Secretariat to provide centralized administrative services to Agreements/MoUs based in Bonn (operational).

29. The extent of these administrative services should include: the coordination of the meetings of COP/MOPs; the coordination of Scientific and Advisory Groups of CMS/Agreements and the meetings of scientific and technical group. CMS Secretariat to introduce harmonized financial management systems. The Secretariat would also develop coordinated fundraising activities and centralize the development and management of information technology. This would include the development of mapping systems, centralized systems and procedures in relation to data collection, management and storage and analysis, including the development of shared management systems as well as the centralization and harmonization of reporting formats and returns.

Impact Level Benefit: High (12)

30. This activity can assist in reducing multiplication of efforts and enhance the development of specialization among staff through the concentration of skills. The activity can assist in achieving increased internal economies of scale through the reduction in duplication of activities and resources by developing mechanisms to improve coordination among existing initiatives in order to most efficiently and effectively utilize available resources.

31. The centralization of administrative services can also assist in cost reduction, for example through the coordination of meetings. This could result in financial savings relating to travel, venue and ancillary costs. These savings could be directed to the implementation of conservation projects.

Impact Level Cost: High (12)

32. This activity will result in major changes to the institutional structure of the CMS, requiring additional staff (Information Management Officer) (80% of staff time) plus 2 Assistants. The cost of recruitment is also significantly high and would require additional funding from Parties to enable this activity to be feasible.

Overall Activity Impact: Neutral [12]-[12] = (0)

33. The positive impact of this activity could be higher if only a proportion of the cost for the administrative Assistants were attributed to the activity.
34. In relation to the harmonization of reporting, it must be borne in mind that not all Parties have access to the same standard of technical capacity. In addition, some Parties may have difficulties in accessing the internet. Consequently, this activity is likely to only be effective with investment over the medium to long term.

6. CMS Secretariat to measure implementation of the CMS and its Family both from a Party and conservation perspective (measuring).

35. The measurement process should include an assessment of the quality of work being undertaken, an identification of gaps in the programmes and what possible measures may be required in order to close the gaps. The activity also includes developing indicators for measuring action plans.

Impact Level Benefit: Medium (6)

36. This activity can help to identify gaps in conservation programmes and identify possible solutions as to how these gaps could be rectified. The activity can also assist in improving the effectiveness of implementation across the CMS Family, which would be assessed at set periods of time as identified by the COP.

Impact Level Cost: Medium (7)

37. The main financial cost is that of the full-time Implementation and Monitoring Officer.

Overall Activity Impact: Low [6]-[7] = -(1)

38. The positive impact of this activity could be higher if only a proportion of the cost for the Implementation and Monitoring Officer's time was attributed to the activity. In order for the activity to be considered on its own merits and in order to capture all the benefits this option could offer, the full cost for the Implementation and Monitoring Officer has been included within the impact assessment.
39. The activity may also help make the Convention more effective and therefore it may be more attractive to new Parties or Signatories.

7. Merger of existing CMS Family agreements (MoUs) with similar species (growth).

40. This would involve two or more agreements losing their individual identity and merging into one new agreement based on commonality of species coverage.

Impact Level Benefit: High (9)

41. This activity could assist in the development of common conservation programmes between the merged agreements. The merger could lead to consolidating funds and resources, which may focus efforts towards improved implementation of projects.

Impact Level Cost: High (10)

42. The main cost for this activity is to undertake an assessment of what agreements may potentially be suitable for merger with other agreements. This would require input from the CMS staffing.

Overall Activity Impact: Low [9]-[11] = (-)1

43. The negative impact of this activity is the cost of undertaking the assessment but also any subsequent renegotiations that may arise from this assessment. If agreements were considered suitable for merger, any ensuing renegotiation which could put the agreement at risk and delay the work of the agreement during the renegotiation process.

44. The full impact of this activity would need to be considered in terms of any long term savings gained from operating only one agreement rather than multiple agreements.

8. Merge CMS Family agreements with synergies based on geography and/or ecology (growth).

45. This would involve two or more agreements losing their individual identity and merging into one new agreement based on geographical commonality.

Impact Level Benefit: High (10)

46. The main cost for this activity is to undertake an assessment of what agreements may potentially be suitable for merger with other agreements. This would require input from the CMS staffing.

Impact Level Cost: High (10)

47. The negative impact of this activity is the cost of undertaking the assessment but also any subsequent renegotiations that may arise from this assessment. If agreements were considered suitable for merger, any subsequent renegotiation, which could put the agreement at risk and delay the work of the agreement during the renegotiation process.

Overall Activity Impact: Low [10]-[11] = 0

48. The negative impact of this activity is the required renegotiation of the any of the agreements, which could put the agreement at risk and delay the work of the agreement during the renegotiation process. The renegotiation period can be extensive as any changes to agreements ultimately need to be ratified by the Parties. During this period additional resources may be required to facilitate meetings. However, this will depend on the type of agreement and for some MoUs this may be an easier process.

49. Another consideration could be that during the negotiation phase there could be competing and conflicting priorities between the Parties/Signatories and the priorities of some Parties may be favored at the expense of the others.

50. The full impact of this activity would need to be considered in terms of any long term savings gained from operating only one agreement rather than multiple agreements.

9. Extending the scope of existing Agreements/MoUs rather than developing new Agreements/MoUs (growth).

51. This would involve an assessment of whether a new agreement was necessary by considering whether its remit could be included into an existing agreement.

Impact Level Benefit: High (10)

52. This activity could provide a focus on the common threats shared across conservation programmes and could help to identify relevant responses by ensuring that best practice methods are applied. As many species face a number of the same impacts and threats on their populations, habitats and ecosystems more broadly, extending remits could develop synergies that could maximize the conservation outcomes for target species and their habitats.

Impact Level Cost: High (11)

53. The extension may dilute the focus and ability to target measures when compared with numerous agreements created to deal with specific geographical or species related issues. In addition, there may be an imbalance in the attention given to one species/conservation objective at the expense of another.

Overall Activity Impact: Low [10]-[11] = (-)1

54. The negative impact of this activity is the high cost due to the initial investment required to arrange any meeting to negotiate the extended remit of the agreement.

55. The full impact of this activity would need to be considered in terms of any long term savings gained from operating only one agreement rather than multiple agreements.

10. CMS Secretariat to co-ordinate communication across and within Agreements/MoU, this to include all media and press correspondence, website management, publications and knowledge management activities (communication).

56. The CMS Secretariat would be responsible for coordinating all campaigns and public events, as well as the coordination of CMS Family websites and where practicable provide centralized awareness raising on common/shared threats through publications and online resources.

57. This activity to include centralization of all press and media contacts, the development of a strategy for both internal and external communication. To produce publications on common threats, with all publications available to the CMS Family through dedicated website.

Impact Level Benefit: High (10)

58. This activity can lead to increased internal economies of scale through reduction in duplication of activities and resources by developing mechanisms to improve coordination among existing initiatives in order to most efficiently and effectively utilize

available resources. It can assist in developing synergies with external partners through improved marketing of the CMS and its work activities.

Impact Level Cost: Medium (8)

59. This would involve the recruitment of a dedicated Communications Officer and the establishment of a communications unit.

Overall Activity Impact: Low [10]-[8] = (+)2

60. Whilst this is a fairly low positive impact, the medium to long term impact could be higher if the increased publicity and marketing of the CMS and the CMS Family led to increased Parties and Signatories and led to increased external partnerships. The cost should also be set off against the efficiency savings in time and finances over the long term achieved from increased economies of scale.

11. CMS wide Scientific Institution

61. The creation of a CMS wide scientific institution to undertake scientific research, advice and knowledge sharing for the entire CMS Family. This would be in place of a collection of separate scientific bodies across the CMS Family and therefore would require change to the text of the Agreements in relation to the constitution of scientific or technical bodies.

Impact Level Benefit: High (10)

62. The creation of a CMS wide scientific institution could lead to improved economies of scale in relation to the generation and sharing of the cost of scientific research and data collection and the organization of meetings. It could lead to increased integration within the CMS Family through the sharing of best practice, scientific research and data.

Impact Level Cost: High (9)

63. One of the main impacts of this activity would be the need to alter the existing text of Agreements in relation to the constitution of scientific bodies. Financial costs would be required to contract a consultant to undertake the necessary change management involved in introducing this activity.

Overall Activity Impact: Low [10]-[9] = (+) 1

64. The overall impact is a low positive, however this only measures the introduction of this activity and does not at this stage consider the long term benefits and savings, which could be achieved through the sharing of resources and the sharing of best practice, research and data.

12. Overarching Strategic Plan for CMS Family

65. To guide the work of the CMS and the CMS Family through the development of a CMS wide strategy and vision, supported by more detailed plans for each agreement. To allow for priority setting and allow for a clear focus at the species level. This strategic plan would not replace the existing plans but would complement them by setting an overarching strategy for the entire CMS Family, thereby identifying potential synergies, links and gaps across the Family of agreements.

Impact Level Benefit: High (11)

66. An overarching CMS Family strategic plan could allow for improved identification for integration opportunities within and across agreements and also allow for the identification of potential synergies, which in turn could lead to improved conservation efforts.

Impact Level Cost: Medium (8)

67. Introducing such an activity would require the establishment of an inter-sessional working group to guide the process of developing a harmonized strategy and would require the services of a consultant to develop the overarching strategy. These are short term costs.

Overall Activity Impact: Medium [11]-[8] = (+) 3

68. A positive impact, which could provide higher positive returns over the long term due to improved identification of opportunities and a united vision and plan for the CMS Family, which individual strategic plans complement.

13. CMS core budget for species groups and the MoUs dealing with these species groups.

69. In harmony with an overarching strategic plan for the CMS Family, any vision for particular species groups to be the basis for the development of core funding for particular species groups. This would require a policy decision to be passed requiring a proportion of CMS budget to be specifically for the funding of activities under species groups and distributed to the MoUs focusing on the identified species groups.

Impact Level Benefit: Medium (8)

70. Guaranteed funding for MoUs dealing with the identified species group would allow the MoU to undertake specific action programmes and therefore improve the implementation of actions and subsequently deliver on conservation efforts.

Impact Level Cost: Medium (7)

71. This activity would require a decision by the COP that a proportion of the budget should be spent on providing MoUs with guaranteed funding. This would require the man power of existing CMS staff to draft and develop such a resolution.

Overall Activity Impact: Low [8]-[7] = (+) 1

72. This activity results in a low positive, this is in the main due to the low scores for integration and synergies because there is no guarantee that such funding will lead to an improvement in these. However, the activity may have to be considered in its positive impacts on conservation and whether the funds spent deliver a high return on conservation efforts.

14. Alignment with international governance reform

73. Through cooperation at the UN level. This includes the following actions:

- To support coherent international decision-making processes for environmental governance;

- To catalyze international efforts to pursue the implementation of internationally agreed objectives;
- To support regional, subregional and national environmental governance processes and institutions;
- To promote and support the environmental basis for sustainable development at the national level.

74. At present this would merely involve the CMS Secretariat keep abreast of all activities being undertaken at the international level in relation to international governance reform. Once this has been formulated, it would require a CMS inter-sessional working group to deliver any relevant changes within the CMS Family,

Impact Level Benefit: High (13)

75. International environmental governance can lead to improved synergies across International biodiversity related conventions, which in turn can deliver improved conservation efforts and economies of scale through sharing of best practice, expertise and knowledge. It should allow for improved and informed decision making.

Impact Level Cost: Medium (7)

76. In the immediate term, the costs are low as merely involves a small percentage of the time of the CMS Executive Secretary and the CMS Deputy. In the longer term, it will result in increased costs due to the establishment of an inter-sessional working group to integrate the reform policies into the work of the CMS Family.

Overall Activity Impact: High [13]-[7] = (+) 6

77. This activity scores a high positive impact because of the potential to deliver integration and synergistic opportunities both internally and externally to the CMS Family and as consequence improvements in conservation efforts.

Impact of Option 1 - Concentration

78. The overall impact of this option is 18, a **medium positive impact** (see Annex VI for full activity and options scoring). Although this option provided high benefits to CMS and its Family, it is also high in costs adding up to almost **Euros 3.8m over a 3 year budgetary period**, broken down into Euros 1.84 m initial or start up costs, over Euros 1.3 as ongoing cost and 487,543 Euros for the contribution of existing staff (please note that existing staff costs are covered by current budgets and do not represent extra contributions) (see Annex V for full costs).

79. Examples of these costs include acquiring mapping and other information management software, the creation of various new full time positions, delegate travel to meetings and costs of reorganizing departments within CMS. However, initial costs for this Option 1 should be assessed against efficiency staffing relating to staff time, operational efficiency and savings from reduced duplication of activities over the medium to long term.

80. However, initial costs for this Option 1 should be assessed against efficiency staffing relating to staff time, operational efficiency and savings from reduced duplication of activities over the medium to long term.

OPTION 2- DECENTRALIZATION

81. The objective of Option 2 is to encourage a greater regional presence of the CMS Family in order to improve localization of activities through enhancement of services, personnel and partnership working with regional organizations. Option 2 also addresses whether CMS activities could be devolved within its administrative Regions.
82. In the Phase II Questionnaires, it was noted that a lack of Regional and local offices greatly contributed to the lack of regional synergy, which in turn contributed to the relative inefficiency of the communication and Information Management systems amongst Parties/Signatories to agreements. This Option therefore seeks, where applicable to resolve any unnecessary overlaps and unutilized economies of scale through improved collaboration and synergies with NGOs, MEAs, academic institutions, the private sector and governments. It therefore, requires the CMS family to engage greater support from conservation NGOs and the business sector in the delivery of activities in the field and thus requires agreements to form new relationships with local level conservation and governance institutions.
83. The activities listed under Option 2 seek to increase awareness of the CMS Family and its agreements at the local level, which may lead to increased ownership of agreements and action plans.

Activities

1. To work closer with partner organizations (including NGOs) in neighbouring Range States (planning).

84. The aim of this activity is to assist in the coordination of conservation activities, coordinated work programmes and information sharing with other stakeholder organizations.
85. The activity requires MoU Coordinators to look for opportunities to create potential partnerships with external organisations and possible future stakeholders, through the identification of common projects (e.g. the WOW project) and consolidating relationships by exchanging data and capacity building. Included under this activity is the aim to develop conservation programmes and action plans on how to deal with common threats that cross borders with neighbouring states.

Impact Benefit Level: High (11)

86. This activity can assist in translating the international CMS obligations into national and local environmental agendas, which in turn could increase the understanding of the CMS aims and objectives and further conservation. It could also help to raise the profile of CMS environmental issues within the wider sustainability agenda. Further, it may also assist in reducing any overlaps and duplication of effort between agreements and other stakeholder organizations.

Impact Cost Level: Medium (7)

87. This activity may require some financial contribution from CMS to assist conservation programmes and programme officers. In addition, it would require some assistance from the CMS Secretariat but would not involve expanding the existing staff levels.
88. There is however, no guarantee that this will necessarily lead to improved cooperation with NGOs in other Range States and this activity would therefore also require concentration on networking and the building of on the ground cross border relationships. In addition, NGOs are autonomous organizations and out of the control of the CMS and the CMS Family.

Overall Activity Impact: Medium [11]-[7] = (+)4

89. Whilst this activity has a medium positive impact, it is not without some negative impacts. The activity relies heavily on the involvement of external partners and NGOs are often not in a position to cover the costs related to activities in support of the implementation of CMS instruments. In the past, CMS has assisted with subsidizing partnerships with NGOs in relation to, for example, the coordination of MoU implementation. There may not be equal coverage of available partners for all CMS subsidiary agreements. In addition, CMS should not dilute the focus of its agenda.

2. Closer collaboration with UNEP regional offices, where appropriate, to assist with capacity building and technological support by CMS and its Family (planning).

90. This activity includes identifying relevant training needs and technical support required by agreements. The CMS can utilise the current mapping exercise of regional offices conducted by UNEP. The CMS would need to select the offices that could best act as regional capacity building and technical hubs with the support of UNEP ROs and MEA Focal Points.

Impact Benefit Level: Medium (8)

91. This activity can help to raise the profile of subsidiary instruments within their Range States and could enhance the development of partnerships with other organizations and interested parties. In addition, it may assist in developing economies of scale and resource efficiency between agreements and UNEP regional offices.

Impact Cost Level: Low (4)

92. The negative impacts are relatively low; with low financial cost and minor input from the CMS Secretariat.

Overall Activity Impact: Medium [8]-[4] = (+)4

93. This activity has a medium positive impact with little negative impact. As the mapping exercise has already been undertaken by UNEP, this activity could be achieved in the short term.

3. Establishment of new Agreements outside of the UNEP family (i.e. ACAP) (operational).

94. This activity is a decision to be made during the negotiation of an Agreement and to be effective the Agreement would need to have the consent of a Range State to act as the

host. From the Convention level, this could be supported by a policy recommending this status.

Impact Benefit Level: Medium (5)

95. The mere establishment of an Agreement outside of the UNEP family does not automatically lead to improved integration and synergies, therefore this activity scored low in respect of these two criteria. As the Agreement will be based within a host nation, there are improved opportunities to have closer relationships with external stakeholders, for example NGOs and corporate organizations.

Impact Cost Level: Low (3)

96. This activity is dependent on the consensus of the Parties. It has little impact on the work load of the CMS Secretariat. There may be a risk that the national Government does not consider the Agreement to be a national priority and subsequently withdraw any support, this may be a particular concern if there is a change in government.

Overall Activity Impact: Low [5]-[3] = (+)2

97. The positive impact of this activity is a low positive; however the activity may not lead to improved synergies with external stakeholders and need not lead to improved integration within the CMS. In fact as an Agreement created out of the UNEP system could lead to a reduction in integration as they work as standalone entities..

4. MoUs/Agreements collaborating and sharing office/personnel/resources (e.g. as per Abu Dhabi – Dugongs and Birds of Prey) (operational).

98. This activity is based on the expansion of current practices relating either to the establishment of a new Regional outpost (e.g. Abu Dhabi location in partnership with the Environment Agency of Abu Dhabi) or locating a new agreement within the office of an existing agreement (e.g. IOSEA located within the UNEP regional office in Thailand). These offices do not only provide a local presence for the agreements but also a Regional presence as for IOSEA in Asia and the Pacific Region where CMS's Regional representative sits.

99. The activity would require a positive institutional policy requiring that the coordination unit of a new agreement partners with the coordination unit of an existing agreement located in one of the Regions.

Impact Benefit Level: Medium (8)

100. This activity could assist in achieving resource efficiency between the co-located agreements and provide opportunities for improved integration and to minimize institutional overlap through the cooperation and sharing of resources allowing for mutual assistance and logistical support. In addition, through its regional presence synergies may be developed with regional stakeholders and partners.

Impact Cost Level: Medium (8)

101. The activity would require an initial investment cost if no such regional office base was currently available. It would also require the CMS to actively encourage these partnerships with no additional staffing resources. If a hosting government altered its

position, the agreement may be without a location. Additional costs could include the contribution to existing office space and any necessary maintenance and insurance costs that may be required as well any additional IT requirements.

Overall Activity Impact: Neutral [8]-[8]= 0

102. This activity has a neutral impact; it would require the consensus of Signatory Parties. In addition, agreements at a key stage in development may suffer from a loss of focus if involved in synergistic amalgamation with other instruments. There also might be political reluctance among some Range States if regional clusters are located elsewhere.

5. Develop regional hubs for MEA implementation to identify synergies and linkages between MEAs and avoid duplication in projects and activities (e.g. SPREP) (measuring).

103. The purpose of regional hubs like SPREP is to serve as the conduit for concerted environmental action at the regional level. It promotes coordination of conservation activities.

104. This activity would require an initial identification of existing hubs (e.g. Pacific, Caribbean and African). It would also require active participation in the hubs through the provision of information on policy, implementation, conservation projects and funding of such projects at a regional and local level. Where no regional hub exists, CMS is to either support or encourage the establishment of such hubs within UNEP.

Impact Benefit Level: High (9)

105. This activity can help to provide access to joint working programmes and conservation activities. In addition, it can help assist agreements within the same region to share resources and avoid duplication of effort. SPREP for example helped to develop a project to streamline national reporting by Pacific Island Countries to biodiversity-related MEAs. It can also provide links to other NGOs, MEAs and other stakeholders involved with the regional hub.

Impact Cost Level: Medium (5)

106. It may be necessary to provide a level of financial assistance to the hub and this is seen as the main negative impact as it is perceived that there would be little institutional impact.

Overall Activity Impact: Medium [9]-[5]=(+)4

107. This activity could assist in achieving economies of scale at the local/regional level and provide opportunities for improved synergies with other stakeholders. It could, however, also dilute the focus of CMS.

6. Establishment of external assessment and monitoring of effectiveness (for example by UNEP-WCMC) (measuring).

108. This activity would in fact amount to devolving monitoring of effectiveness to an external organization and this would entail the harmonization of data collection, storage, management and analysis.

109. This activity would build upon and complement the existing relationship with UNEP-WCMC in relation to the new format for submitting reports.

Impact Benefit Level: Medium (9)

110. The access to MEA data may assist in a more harmonized approach to conservation programmes by drawing on habitat and ecosystem data as well as species information from other Conventions. It could assist in reducing duplication of reporting and data collection and in addition could provide greater access to other data for example relating to habitat status.

Impact Cost Level: Medium (8)

111. There would be a cost for UNEP-WCMC to undertake the assessment of monitoring effectiveness and in addition this activity would lead to an increase in the CMS workload without any extension to the staffing levels.

Overall Activity Impact: Low [9]-[8]=(+)1

112. There could be a risk that the reporting burden could potentially be increased. There is an additional risk that the analysis of the data may be assessed by researchers who are not specialist within the specific species or geography being analyzed.

113. On the positive side, however, the monitoring may potentially be more independent and a more co-ordinated assessment ready for MEA wide co-ordination of reporting.

7. Regionalize conservation efforts by having local outposts with assistance from UNEP, NGOs and MEAs (growth).

114. This activity would build up on the recent location mapping exercise undertaken by UNEP. In addition, this activity would include the location mapping of stakeholder NGO offices. The exercise would assist CMS to identify potential synergies based on common or shared work programmes, geographies and interests.

Impact Benefit Level: Medium (8)

115. This could assist in providing access to a wider scope of expertise, including expertise on related issues from external organizations. Regionalization may allow more effective consideration of necessary capacity building activities by providing a better understanding of regional issues. It may also raise the profile of subsidiary instruments within their range states and could enhance the development of partnerships with other organizations and interested parties within the region.

Impact Cost Level: Medium (7)

116. It is estimated that a small financial contribution would be required to assist in fundraising activities and also a contribution to a local technical coordinator. Some assistance would be required by the CMS Secretariat with no additional staffing identified.

Overall Activity Impact: Low [8]-[7] = (+)1

117. This positive side of this activity is that it may help to introduce subsidiarity (decisions being taken at a level appropriate to the problems they address).

118. The negative side of this activity is that there may be remoteness from CMS Secretariat in Bonn. In addition, some Regions may not have the same level of available partners either in the form of other MEA outposts or NGO offices. A further consideration is that there may be potential objections in some countries to the increased role of NGOs within the CMS agenda.

8. Have a presence in each of the CMS administrative regions with assistance from UNEP, NGOs and MEAs (growth).

119. This activity would utilise the presence of existing Agreement/MoU in the Regions. A mapping exercise of office and organisational locations in region is necessary, particularly where there is not already a CMS presence and build on existing partnerships (e.g. utilization of the current UNEP mapping exercise of offices).

Impact Benefit Level: Medium (7)

120. This activity could lead to possible joint programmes based on common issues with other interested stakeholder organizations. The activity also may result in small scale integration between regional CMS outposts.

Impact Cost Level: Medium (5)

121. A potential impact would be a possible financial contribution to the CMS focal point in the Region.

Overall Activity Impact: Low [7]-[5] = (+)2

122. The positive side of this activity is that there may be potential access to States not already a Party to CMS but to another MEAs (e.g. CITES) and therefore there may be an opportunity to undertake collaborative actions under CMS that would influence some Parties' actions where they are not a signatory to both conventions.

9. Work with local and indigenous communities (communication).

123. This is an already recognised action in the CMS strategic plan, as well as in the strategic plan of some of the other agreements, particularly the value of indigenous and local knowledge as a component for conservation programmes and activities. This activity would require the management of these local relationships and where possible in partnership with organisations already in the field. A key element of this activity would be to collect case studies and share best practice.

Impact Benefit Level: High (9)

124. This activity could lead to the development of local incentives for conservation and ownership at the local level and may improve on the ground conservation. In addition, there may be improved synergistic relationships relating to improved sharing of knowledge. The main positive impact of this activity is the potential for on the ground conservation programmes to be increased and focused to the needs of the locality.

Impact Cost Level: Low (4)

125. The financial and time costs for this activity are estimated to be fairly minor in terms of perhaps a small financial contribution to establish some of the partnerships and a small proportion of the staffing time to help identify these relationships.

Overall Activity Impact: High [9]-[4]=(+5)

126. Whilst this has a high positive impact, the activity is not without negative impacts and needs to be considered in light of these. Whilst there may be limited costs implications to the CMS, there are still likely costs in relation to adaptation and translation of relevant material for local and indigenous communities. There also may be costs for training and increased capacity building within the local organizations. There may be a need to secure support from local government and competitive interests. There also may be some concerns amongst Parties as to the involvement of specific community or NGO groups, which may have a specific agenda different to that of the government or even to CMS.

Impact of Option 2 - Decentralization

127. The overall impact of this option is 23, **a high positive impact**, in fact the highest of all four Options (*see Annex VI* for full options scoring). Estimated implementation costs totaled **Euros 1.01 million over a 3 year budgetary period**, broken down into Euros 633,256 as initial or start up cost, Euros 319,000 as ongoing costs for that period and 65,500 Euros as contribution of time from CMS Secretariat staff (please note that existing staff costs are covered by current budgets and do not represent extra contributions) (*see Annex V* for full costs).

128. This Option has a high beneficial impact because there are few high financial costs associated with the activities which are largely based on synergies and integration. However, whilst decentralization may result in integration amongst agreements sharing local resources, this Option would not resolve duplication of effort across the CMS and the CMS Family as this option is focused at a lower institutional level. Whilst the regionalization of activities may assist agreements capable of participating at this level, it may not assist in resolving the diseconomies of scale to signatory Parties, who are Parties to numerous agreements, this would require a more concentrated approach at the Convention level.

OPTION 3- IDEAL

129. The activities listed under Option 3 seek to address many of the problems highlighted in the Phase 1 Report (2009) by aiming to reduce any diseconomies inherent within the present system and by reducing the duplication of activities and improving resource efficiency.

130. One of the aims of Option 3 is to raise the profile of the CMS and the CMS Family through aiming for global reach and to achieve greater influence amongst international Conventions.

131. Central to the activities listed under Option 3 is an aim to achieve the vision of the CMS in the future, which includes growth of the CMS and the CMS Family (activity 8), a more efficient institution (activities 1 and 6), improved conservation status (activities 2 and 5), improved monitoring (activity 4) and higher visibility (activity 10).

Activities

1. Prioritize and coordinate meetings of COPs, MOPs, MOSs, Scientific Committees and working groups (planning)

132. This activity seeks to streamline meetings to reduce financial, staff and operational overlap in the arrangement of multiple meetings, which often require extensive travel by some Parties. This activity builds upon current practices within the CMS (e.g. back to back working group meetings with Scientific Council meeting). This activity would require an alteration to the meeting schedule provided by the text of the agreements.

Impact Benefit Level: Medium (8)

133. Shared meetings can help to facilitate dialogue among agreements and facilitate harmonization of activities and action plans. Shared or back-to-back meetings can assist in achieving economies of scale and reducing duplication of staff effort and time. Financial savings could be redirected resources to implementation measures.

Impact Cost Level: High (11)

134. This activity was scored on the basis that a COP/MOP was to be held in order to change and coordinate meeting schedules. However, it has now been decided that these extraordinary meetings are not necessary and therefore costs will be adjusted in Phase III.

Overall Activity Impact: Medium [8]-[9] = (-)1

135. This records a medium negative score, which indicates that this would have a negative impact on the CMS and the CMS Family. The reason for this negative impact however is due to the initial cost to coordinate the meetings to begin to realign their schedules. This must be considered in light of the potential positive medium to long term savings from coordinated meetings. The savings over the medium to long term could include for example the reduced cost of travel for staff, for interpreters, and also the travel costs for both sponsored delegates and self-funded Parties to more than one treaty. In addition, there may be additional savings in relation to staff time, which may assist in reducing the duplication of staff time to arrange a multitude of different meetings. There may also be additional savings relating to block bookings of hotels and conference facilities.

136. In order to maximize the full potential of this activity, it will be necessary to undertake an assessment of what Agreements/MoUs meetings can effectively be coordinated and integrated. There may be occasions when opportunities for cooperation on meetings may be simple and therefore may score more highly.

2. Coordinate with international organizations common meetings relating to shared issues (e.g. IUCN) and common research conservation programmes, species action plans and capacity building activities for on the ground conservation (planning).

137. This activity would require relevant international institutions to be identified, as well as any common and shared issues/conservation programmes. Strategic plans would have

to be aligned where commonality of conservation efforts exists. It would be necessary to monitor and measure effectiveness of these common conservation activities.

Impact Benefit Level: High (10)

138. This activity can help to raise awareness of the status and role of migratory species in biodiversity conservation debates and may increase the potential for wider understanding of other issues for example habitat impacts. This activity can assist in the development of a synergistic relationship to aid knowledge sharing.

Impact Cost Level: High (9)

139. The cost of this activity is high and could be lower because it includes the full cost of a full-time P2 International Liaison Coordination Officer to assist the Head of Unit and the Partnership and Fundraising Officer.

Overall Activity Impact: Low [10]-[9] = (+)1

140. The positive impact of this activity could be higher if only a proportion of the cost for the further P2's time (International Liaison Coordination Officer) was attributed to the activity. However, having such a dedicated Officer would assist in developing the profile of the CMS and CMS Family, allow for improved knowledge exchange and networking.

141. This activity can assist to raise the profile of CMS/environmental issues in the sustainability arena. It may also assist in delivering improved conservation status.

3. Increase agreement Staff (operational).

142. To effectively increase the economies of scale of this option, a number of staff for a number of agreements has been identified for recruitment. These are: 2 x full-time assistants for the Gorilla Agreement; 1 x full-time assistant for ASCOBANS; 1 x full-time and 1 x part-time assistant for EUROBATS; and 13 x full-time for coordinators for MoUs without any present coordinator.

Impact Benefit Level: High (10)

143. One of the positive benefits of this activity is that new recruits can concentrate on integrating resources across the CMS and the CMS Family, helping to improve internal economies of scale through reduction in duplication of activities and resources by developing mechanisms to improve coordination among existing initiatives in order to more efficiently and effectively utilize available resources.

144. As this activity includes new staffing for the MoUs and Agreements currently understaffed, this would liberate those staff who currently need to commit time to these subsidiary instruments.

Impact Cost Level: Medium (8)

145. The main impact is the cost of the recruitment and salary (for a 3 year period) of 17 full-time and 1 part-time new recruits for the identified Agreements and MoUs.

Overall Activity Impact: Low [10]-[8] = (+)2

146. The benefit of the activity outweighs the costs of the activity with low positive impacts in the short term to the CMS and the CMS family.

147. On the negative side, this will require additional contributions from Parties.

4. Development of a MoU Unit to coordinate MoU activities (operational).

148. This activity would involve the development of a specialist unit within the CMS to oversee the development and coordination of MoUs.

Impact Benefit Level: High (12)

149. This activity can provide better understanding of whether different MoUs address similar issues, it can help to improve utilization of available resources, avoid duplication of effort and promote consistency. The Unit can assist in identifying gaps in implementation and also may identify best practice. It will also provide resources to understaffed MoUs.

Impact Cost Level: High (11)

150. The high cost impact is attributed to the cost of employing two dedicated full-time members of staff and that this would result in changes to the institutional infrastructure of the CMS.

Overall Activity Impact: Low [12]-[11] = (+)1

151. This impact records a low positive impact, which could be higher if viewed over the medium to long term and the potential resource efficiencies that may be achieved over an extended time period, as well as the improvement in implementation and the reduction in the duplication of activities.

152. One of the positive impacts is that it can assist in delivering economies of scale through shared resources across MoUs. The role of Unit could assist in identifying inactive MoUs and providing support and solutions to assist MoU implementation.

5. Create a migratory species scientific data hub, which would facilitate the use of migratory species data as an indicator of climate change (operational).

153. This activity may not require the development of a new scientific data hub but could involve the development and utilization of existing data hubs for example the Critical Site Network Tool developed in the framework of the Wings Over Wetlands (WOW) UNEP-GEF African-Eurasian Flyways Project.

154. The purpose of the hub would be to coordinate existing data, identify data gaps, provides population data and location maps. Central to the development of the hub would be the necessity to ensure the compatibility of data.

Impact Benefit Level: High (10)

155. This activity can help to reduce overlaps and duplication in different agreements developing separate scientific data systems. The hub can assist in identifying gaps in data

across the CMS Family and provides for easy exchange of data and encourages integration. This can assist in improving the analysis and comparison of data.

Impact Cost Level: High (11)

156. The high cost impact is due to the financial cost of developing a new scientific data hub. This cost could be reduced if existing systems were utilized. The cost also includes the recruitment of a specialist data hub officer. From an institutional perspective, whilst the impact is high at the inception of the hub it would lessen over the medium term due to the recruitment of the dedicated staff member.

Overall Activity Impact: Low [10]-[11] = (-)1

157. Whilst this activity has a low negative impact, the high initial investment cost of developing the hub should be assessed in terms of the medium to long term financial savings gained from harmonized scientific data collection and the impact this improved data system may have for on the ground conservation. In addition, the data sets can provide valuable population data to other International Conventions providing for example indicators on the status of climate change and biodiversity.

6. Information Management and reporting systems which are fully integrated across the CMS Family (operational).

158. This activity involves the harmonisation of national reports and harmonisation of reporting processes allowing collection of data at source. It draws on the harmonisation of national report work currently being undertaken by the CMS.

Impact Benefit Level: High (10)

159. This positive benefit of this activity is the potential to reduce the duplication of reporting and the amount of time spent reporting under numerous different systems. This in turn can help to improve the analysis and comparison of data allowing for better analysis of gaps and inconsistencies.

160. Substantial financial efficiencies can be achieved when information systems are developed and managed in concert than independently, this can include shared servers, platforms, licences and development costs.

Impact Cost Level: High (11)

161. The high negative impact is due to the very high cost attributed to software costs and for the introduction of information management systems and training workshops. The cost of this option is high as it includes the full cost of 2 full-time staff. If employed, the cost can be spread across a number of activities, resulting in a reduced financial impact for this particular activity.

Overall Activity Impact: Low [10]-[11] = (-)1

162. The low negative impact is influenced by the initial cost of developing an appropriate information management system, which over time should be set against any financial savings across the CMS from reduced costs from shared, maintenance of multiple platforms, reduced costs of updating technology through time and volume-savings with service providers.

163. On the negative side, there are inequalities in the level of IT and technical capacity across different Parties. Due to asymmetrical IT infrastructure a level playing ground may be difficult to achieve and may require further investment thus resulting in an even higher negative impact.

7. Suspension of redundant MoUs with monitoring to be carried out by MoU Unit and coordinated by CMS (measuring).

164. This activity is linked to the development of the MoU Unit (activity 4 under Option 3) and would fall under the remit of the MoU Unit team. The purpose of the activity would be to establish a set of criteria for monitoring the implementation of MoUs, which would be approved by the COP. The criteria would help to identify implementation gaps and the causes of behind these gaps and what strategies could resolve these problems. This could allow for sharing best practice amongst MoUs about successful implementation activities. Suspension would be a decision for the Signatories.

Impact Benefit Level: Low (5)

165. This activity did score quite low against the positive criteria; however it could lead to improved implementation of activities, where the MoU unit was able to identify good practice, which could be shared across MoUs.

Impact Cost Level: Medium (7)

166. This activity would require an alteration to the text of the Convention. The only financial cost associated with this activity would be to contract a consultant to develop the relevant criteria.

Overall Activity Impact: Low [5]-[7] = (-)2

167. This activity has a low negative impact. This activity can work in conjunction with the development of an MoU Unit and because of this the impact on the CMS Secretariat is low as the new MoU Unit recruits would assist with the operation of this activity.

168. On the positive side this activity could assist in the prioritization of resources and help in the identification of lessons learnt for future agreements.

169. On the negative side, it may take some considerable time to develop the relevant criteria for determining whether or not a MoU is redundant.

170. One potential linkage in relation to determining whether a MoU could be made redundant is where the conservation of the MoU species is covered by a legally binding Agreement. The MoU could therefore be considered in terms of its added value. However, where there are Signatories to the MoU who are not Parties to the legally binding Agreement, the loss of the MoU may alienate those Signatories.

8. Encourage all range states to become Parties/Signatories to CMS and CMS Family (growth).

171. This activity would involve a proactive lobbying of Range States not already a Party to the Convention.

Impact Benefit Level: Medium (7)

172. This activity can assist the CMS to improve its global reach, which would ensure that States across all of migratory routes are Parties to the Convention. This in turn can help to improve conservation programmes across the complete migratory route.

Impact Cost Level: Medium (6)

173. The cost of this activity includes 25% of the Communication Officer's time as well as the cost of promotional activities to raise the profile of the CMS and assist the Communication Officer to lobby potential new Parties or Signatories. It is anticipated that this activity would have minor impact on the CMS workload because of the new dedicated Communications Officer

Overall Activity Impact: Low [7]-[6] = (+)1

174. The positive aspect of this activity is that it aims to expand the current Party coverage of the CMS by aiming to achieve global coverage. Increased Party numbers can assist in providing additional funding, which can help to fund actions identified under the CMS Strategy.

175. On the negative side, this may involve a longer negotiation period for resolutions and agreements.

9. The development of new multimedia platforms for example video conferencing or a common website for the CMS Family to enhance communications across CMS Family and with external organizations (communication).

176. This activity seeks to improve internal communication across the CMS and the CMS Family by the introduction of multimedia systems, for example video conferencing to allow members of working groups, Advisory Committees and Scientific Bodies to communicate with greater ease and frequency.

Impact Benefit Level: High (9)

177. This activity can lead to improved internal communications as well as contributing to the reduction of costs for travel to multiple meetings. Improved communication can also assist in increased knowledge sharing and know-how, which assists conservation efforts.

Impact Cost Level: Medium (4)

178. The activity records relatively low financial costs to the CMS as it is envisioned that a consultant could be contracted to develop the new multimedia system and provide training to the relevant personnel and Parties/Signatories.

Overall Activity Impact: High [9]-[4] = (+)5

179. This activity results in a high positive impact to the CMS assisting to develop improved internal communication and potentially reduce the amount of travel for some delegates to multiple meetings. On the negative side not all Parties will have access to multimedia systems or appropriate IT systems.

10. Run awareness campaigns to ensure that CMS is recognized by the public, academic institutions, international organizations and others as the global leader in the protection of migratory species (communication).

180. The aim of this activity is to increase the external communication strategy of the CMS. It includes a redesign of the existing website to engage with external stakeholders and to target information to specific target groups. Other activities would include the promotion of best practice, increased promotional activities relating to capacity building publications and increased focussed species campaigns.

Impact Benefit Level: High (9)

181. The advantage of this activity is that it can increase awareness of CMS beyond that of directly interested parties. The activity can also raise awareness of conservation programmes and activities undertaken by the CMS Family, which in turn could lead to new partners and resources to assist in conservation efforts.

Impact Cost Level: Medium (5)

182. The financial cost of this option is represented by 75% of the Communication Officer's time. It is envisioned that this activity would not impact negatively on the CMS workload as it would be undertaken by this new member of staff.

Overall Activity Impact: Medium [9]-[5] = (+)4

183. A positive aspect of this activity is the increased awareness of the CMS, which could in turn increase potential funding sources for the Convention and its agreements.

184. One of the negative impacts of this activity is the initial cost of developing publicity and marketing materials.

11. Prioritize species clustering

185. This activity would require rearranging current activities according to species clusters. For example, bird activities or marine projects could gather under one umbrella. Under this umbrella, several services (scientific advice), programmes (fundraising, PR, website), partnerships and cooperation with other organizations, management could be dealt with together. It could also involve the coordination of meetings or meeting being merged. Further, common threats could be identified and addressed collectively.

Impact Benefit Level: High (11)

186. This activity could result in high positive benefits as it may allow for improved integration of activities, funding, expertise and knowledge across a species group. In turn this could lead to improved conservation of those species and may also provide opportunities for synergies with external organizations also dealing with those species.

Impact Cost Level: High (9)

187. This would require a process of change management to be undertaken, which would need to be managed by an inter-sessional working group and the services of consultants.

Overall Activity Impact: Low [11]-[9] = (+) 2

188. The overall activity impact is a low positive however this is due to the cost impact only being measured over the short term. Over the long term, there may be greater benefits to be achieved through improved integration and potential economies of scale.

12. Resource Assessment

189. This activity would involve an assessment of all CMS instruments based on an evaluation of the successful conservation action they have undertaken compared to the resource effort provided to administrative functions. Lessons learned from such an exercise could be shared across CMS and priority given to their implementation. This activity would follow on from the current work being undertaken in relation to the evaluation of the assessment of the implementation of the strategic plan (CMS/StC37/10/Rev.1).

Impact Benefit Level: Medium (8)

190. This activity could lead to improved identification in relation to the use of resources and what activities result in high returns for low resource effort. This could then be shared across the CMS Family and could lead to improved integration within and across the Family and enhanced conservation efforts.

Impact Cost Level: Medium (8)

191. This activity would require the services of a consultant to develop a methodology for assessing and evaluating conservation action against resource effort.

Overall Activity Impact: Neutral [8]-[8] = 0

192. This activity has a neutral impact however this is based on the initial cost evaluation, which over the long term should deliver more positive impacts at a lower cost level, therefore resulting in higher positive impacts.

Impact of Option 3 - Ideal

193. The overall impact of this option is 11, a **low positive impact** (see Annex VI for full options scoring). The total estimated cost of implementing Option 3 is **Euros 9.5m over a 3 year budgetary period**, broken down into almost Euros 2.8m as initial or start up costs, Euros 6.4m as long term costs for that period and 318,700 Euros as contribution for the time of the CMS Secretariat staff (please note that existing staff costs are covered by current budgets and do not represent extra contributions). [In Phase III there will be an adjustment to one of the activities contained herein which will reduce the cost by €750k.]

194. Costs include amongst other things twenty five new full time staff, information, data and IT tools, publicity campaigns and workshops. This is an expensive Option, which is why although it has a very high positive impact on CMS and its Family it has an overall low-medium positive impact.

195. However, it is important to note that the new staff and tools would achieve improved economies of scale in the medium to long term (in relation to financial savings from

shared resources), human resources (not having to spend too much time duplicating effort) and operational efficiencies.

OPTION 4 - LOW COST

196. The activities listed under Option 4 aim to achieve greater cooperation at local level between existing agreements through working together on common/shared issues with limited cost to the CMS and the CMS Family. This Option aims to build upon the current practices of the CMS and to identify potential activities that can enhance the current activities at no or little additional cost.

197. Some of the activities identified include: working on multi species projects (species group) at the project and agreement level to improve on the ground conservation status; accessing manpower resources from external organizations; and continuing to support and develop current scientific data hubs (e.g. Tematea).

Activities

1. Create criteria against which to assess proposed new potential agreements (planning).

198. The purpose of this activity is to enhance the development of new agreements to ensure that they have the relevant institutional infrastructure in place and thereby reducing any future impact on the CMS.

199. The proposed criteria should include: scientific need; existing and potential synergies (internally and externally) funding criteria; existence of a volunteer coordinator and the added value of CMS involvement. An example of added value includes the consideration of whether the new agreement will encourage participation and extend Parties, including considering whether the proposed agreement is better served by another MEA or other initiatives.

Impact Benefit Level: Medium (8)

200. The positive impact of this activity can assist in delivering a coordinated approach to agreement development ensuring that an agreement has the necessary resources and staffing required before it comes into force, which in turn can help to reduce the current drain on the CMS Secretariat's resources. The activity may also assist focusing resources where they are most needed.

Impact Cost Level: Medium (7)

201. The negative impacts are in general quite low, this activity would require a new mandate and in the short term there would be the cost of contracting a consultant to develop the criteria. It would however, in the short term put added manpower pressure onto the CMS Secretariat.

Overall Activity Impact: Low [8]-[7] = (+)1

202. One of the positive aspects of this activity is that the more efficient development process could make new agreements more attractive to States not already a signatory, which may lead to increased funding over the long term. This in turn could increase the influence of CMS amongst other MEAs.

203. A negative aspect of this activity is that the criteria could lead to potential disagreements, particularly in relation to the criteria for setting priorities as well as who determines such criteria and priorities. Some unattractive activities might be unnecessarily prejudiced and not all urgent activities might be prioritized and this could have an impact on how the Convention is perceived.

2. Parties/Signatories to translate guidance documents into local languages to assist implementation (operational).

204. The aim of this activity would be to devolve translation of guidance documents to the Parties and Signatories to the CMS Family. The purpose of the activity would be to help improve capacity building at the local level, which in turn could assist local know how and increase conservation activities.

Impact Benefit Level: High (9)

205. The high benefit of this activity is that it can help in assisting in increasing implementation, increased ownership amongst Parties and Signatories, raise awareness and capacity building.

Impact Cost Level: Low (4)

206. There is no immediate direct impact on the budget of the CMS, however many Parties and/or Signatories may not have the relevant funds to undertake the translation, as such the low negative score reflects only the lack of financial impact on the CMS.

Overall Activity Impact: High [9]-[4] = (+)5

207. Whilst this activity has a high positive impact, there are still other potential negatives to be considered. On the negative side if all Parties are required to translate documents, many of the developing countries would require financial support. If there is insufficient financial support available for developing countries there may be a disparity between Parties and Signatories.

3. Assess sources for improving current staffing complement (e.g. UNEP, CMS Family's own staff, Parties, secondments, interns and consultants) including international staff exchange and traineeship (operational).

208. This activity seeks to expand upon current practices and develop new sources of increasing staffing resources at a low cost. This could include identifying secondment opportunities for partner organizations (e.g. BLI), Parties/Range States and academic institutions. In addition, the CMS could lead on developing with other MEAs a 1 year traineeship programme open to all practitioners and students.

Impact Benefit Level: Medium (8)

209. The positive impact of this activity is that it can offer the opportunity to develop synergies with other organizations and can lead to knowledge exchange between these organizations resulting in increased know-how and capacity building. The activity can liberate existing staff time to concentrate on other activities.

Impact Cost Level: Medium (6)

210. There is little direct cost to the CMS, however, if one of the sources of increases staffing was from consultants, this would increase the financial impact of this activity. There could also be an increase work load on existing staff responsible for the induction, training and supervision of interns and secondees.

Overall Activity Impact: Low [8]-[6] = (+)2

211. One of the positive aspects of this activity is that it could provide a potential source of new staffing at no additional cost and increase the profile of CMS and its Family. It could also provide a potential source of additional expertise not currently available.

212. A negative aspect of this activity is that the increased access to interns and secondees does not provide continuity of staffing.

4. Develop a policy where implementation monitoring must be a part of any future MoUs (measuring).

213. This is a low cost option to the development of a MoU Unit. The activity requires the development and/or utilization of indicators to monitor the effectiveness of agreements. The implementation and effectiveness of MoUs would be reviewed at COP level. Criteria would need to be developed to assist the monitoring the implementation of MoUs. The criteria would need to be able to identify any implementation gaps, the reasons for these gaps and how they could be resolved. A side effect of the process would be the identification of effective MoU strategies, which could be shared with other underperforming MoU agreements.

Impact Benefit Level: Medium (6)

214. A positive aspect of this activity is that implementation is assessed at the highest decision making level (COP). The act of monitoring implementation could elevate the profile of agreement implementation across Signatories, which in turn could result in improved implementation activity amongst signatories. Monitoring could lead to the identification of best practice, which could be shared across the CMS Family.

Impact Cost Level: Medium (6)

215. This activity has in reality a low cost impact, the impact is influenced by the initial cost of contracting a consultant to create the criteria, subsequently over the long term this would cease. The CMS Secretariat however, would be required to assist in the monitoring process with no additional staffing.

Overall Activity Impact: Neutral [6]-[6] = 0

216. Whilst this activity has a low negative impact, on the positive side, this activity could assist in identifying inactive MoUs. It also allows for the assessment of agreements at the correct decision making level (COP).

217. On the negative side however, the causality of impact may be difficult to measure.

5. Encourage more NGOs to become Signatories to MoUs and encourage more Range States to become Parties/Signatories to CMS and CMS Family (growth).

218. The purpose of this activity is to increase the potential resources for CMS and the CMS Family. Increased NGO involvement can provide a valuable source for providing coordinators for MoUs and also for providing technical advice. Increased number of Range States who become Parties/Signatories can provide additional funding and may also provide opportunities for future MoU hosts.

219. The activity requires the lobbying of potential Parties/Signatories and the development of guidelines for operating with external organisations.

Impact Benefit Level: High (9)

220. Increased NGO involvement in MoUs may provide a potential access to data held by NGOs, allowing for more informed decision making relating to conservation programmes and also possible access to new partners for implementing agreements on the ground.

221. The activity can also assist in raising the profile of subsidiary instruments within their Range States and could enhance the development of partnerships with other organizations and interested parties.

Impact Cost Level: Medium (6)

222. The main negative impacts are the cost of developing a publicity campaign to assist in lobbying new potential Parties and Signatories and also the manpower time of the CMS staff, without any additional staffing.

Overall Activity Impact: Medium [9]-[6] = (+)3

223. Although this activity does have a positive impact, there are some negative aspects to this activity. It may be necessary to make sure that NGOs are adhering to the fundamental principle of CMS. In addition, there may be potential objections in some countries to the increased role of NGOs. In addition, there may be an imbalance in Party States as there may be a lack of sufficient expertise across different States, resulting in disparity between States.

6. Agreements and MoUs focused only on migratory species (growth).

224. The purpose of this activity is to focus the development of Agreements and MoUs solely on migratory reducing the number of agreements which have a trans-boundary focus, thereby reducing the burden on the CMS Secretariat and on the resources of the CMS.

Impact Benefit Level: Medium (6)

225. This activity can lead to increased focus on the conservation requirements of migratory species as well as direct the resources of the CMS on a reduced remit.

Impact Cost Level: Medium (6)

226. Any decisions about the future scope of new agreements could be decided at a scheduled COP and therefore need not incur any financial costs.

Overall Activity Impact: Neutral [6]-[6] = (0)

227. This activity would apply only to new agreements and not existing agreements.

7. Support current scientific data hub currently under development (IPBES) and continue to support the development of existing implementation hubs (Tematea, UNEP-WCMC, IOSEA and AEWA) (communication).

228. This is a low cost alternative to the development of a new scientific data hub within the CMS Family. It involves the CMS continuing to support the development of IPBES and of existing implementation hubs operated by IOSEA, UNEP-WCMC and Tematea.

Impact Benefit Level: Medium (8)

229. The positive impact of this activity is that it can help increase the sharing of knowledge both within the CMS Family and with other MEAs. This could lead to improving the quality of data and information. At the International level, this could assist in improved awareness raising within governments about best practice across International Conventions and the challenges they face.

Impact Cost Level: Medium (7)

230. The negative impacts may arise from any costs that may be due from participating in existing systems and would require manpower time from the CMS Secretariat without any additional staffing.

Overall Activity Impact: Low [8]-[7] = (+)1

231. This activity recorded a low positive impact however one negative aspect of this activity is that it may result in distance and detachment from on the ground activities. In fact it may be more apt to concentrate on those data systems being developed by CMS subsidiary instruments.

8. Produce CMS website in 3 languages (communication).

232. The aim of this activity is to provide the website in the three major languages of the CMS, in order that the website is accessible for an increased number of Parties, thereby reducing any potential exclusion of Parties and increasing ownership.

Impact Benefit Level: Medium (7)

233. Producing the website in English, French and Spanish could assist in capacity building and developing local knowledge and therefore potential conservation improvements on the ground.

234. The main benefit of this activity is to improve communication within the CMS Family but also to raise the profile of the CMS within other countries by making the website more accessible.

Impact Cost Level: Medium (7)

235. The main cost is for the translation of the website, however the website is not a very large site and the translation would be limited to web pages and not to all of the documents attached to the pages.

Overall Activity Impact: Neutral [7]-[7] = (0)

236. The impact of this activity has been scored as neutral, primarily because of the cost of the initial translation, although subsequent updates would also require to be translated. The financial cost would need to be supported by additional funding to the CMS.

9. Review of CMS membership at Scientific Council based on species groupings

237. To undertake a review of membership and whether any gaps in knowledge and/or expertise exist in the current membership of the Scientific Council. The review to consider whether the Scientific Council should be reorganized by region and/or specializations (e.g. species groupings) rather than Party membership. Appointments to be made by the COP. Members subsequently to appoint representatives to fill any gaps identified by the COP. A gap analysis may also allow for opportunities to draw upon the experience of international experts rather than national representatives.

Impact Benefit Level: High (9)

238. This activity could improve and enhance the expertise and knowledge base within the Scientific Council, which may augment conservation efforts due to specialist species knowledge, synergies with external organizations, which experts drawn from stakeholders.

Impact Cost Level: Medium (6)

239. The costs for this activity are quite low, it would require a decision to be made at the COP and a consult could undertake the review of the membership.

Overall Activity Level: Medium [9]-[6] = (+) 3

240. This activity returns a positive outcome as the potential benefits through improved and enhanced expertise outweigh the initial costs of undertaking the review.

Impact of Option 4 - Low Cost

241. The overall impact of this option is *15, a medium positive overall impact.* The cost of implementation is low coming in at **Euros 650,570**, broken down into Euros 411,550 initial or start up costs and Euros 172,000 ongoing costs over that period and 67,020 Euros for the time contributed by CMS Secretariat staff. However, this high positive impact may not deliver consistent economies of scale across the whole of the CMS and the CMS Family or resolve resource inefficiencies as many of the individual activities did not score highly in relation to integration. This Option may also not assist in resolving the diseconomies of scale to signatory Parties, who are Parties to numerous agreements. Some of the activities do not provide permanent solutions to resource problems such as reliance on secondees and interns.

Annex I: methodology and outcomes (continued).

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

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

Table 1: Activity Assessment

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

Step 2 - Definitions

I. Impact:

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

A). Legal Effect:

0. = No alteration required to the text of the Convention, Mandates or subsidiary instruments or any policy changes.
1. = New policy decision required.
2. = New Mandate required.
3. = Standard alteration to Convention requiring 2/3 majority vote. 1=2=3
4. = Negotiation of new Agreement/MoU.
5. = Significant alteration required to the text of instruments requiring renegotiation.

B). Financial Cost:

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

Why different intervals?**C). Institutional:**

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

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

0. = No impact on conservation programmes.
1. = Minor impact on conservation programmes but having little impact on conservation efforts.
2. = Improved conservation programmes resulting in minor impact on conservation efforts.
3. = Improved conservation programmes resulting in improved impact on conservation efforts.
4. = Signification impact on conservation programmes resulting in substantial improvement in conservation efforts.
5. = Major impact on conservation programmes resulting in major improvements in conservation efforts.

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

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

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

0. = No impact on level of synergies with external organisations.
1. = Small amount of synergies achieved with external organisations but with minor impact on the effectiveness of the CMS Family.
2. = Improvements on level of synergies with external organisations resulting in minor improvements in effectiveness of CMS Family outcomes.

3. = Improvements on level of synergies with external organisations resulting in improved efficiencies of CMS Family outcomes.
4. = Significant impact on synergies resulting in enhanced effectiveness, efficiencies and in achieving conservation objectives.
5. = Major impact on synergies resulting in major enhancements in effectiveness, efficiencies and in achieving conservation objectives.

II Financial Strategy

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

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

H - High = > €500,000

C – Initial financial outlay

B – Potential medium to long term savings

III Timescale

This relates to the timescale for implementing the activity.

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

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

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

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

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

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

The main issues raised by the Phase I report included:

- staffing levels predominately of the CMS Secretariat and of some other Agreements with potential diseconomies of scale (operational);
- funding and coordination of MoUs (growth);
- reporting problems such as missing deadlines and lack of harmonized reporting systems (measuring);
- problems with data collection and harmonization (measuring);
- issues with monitoring implementation of agreements (measuring);
- a perceived need for more on the ground conservation work and wider reach of CMS and its Family and greater integration (integration, communication and synergies).

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

	Advantage	Disadvantage
Legal framework	Legally binding instruments have a secure financial foundation with their own core budgets (the exception being the Gorilla Agreement).	MOUs have no core budget to provide a secure financial foundation as they rely exclusively on voluntary contributions.
	The non-binding nature of an agreement may make it easier to attract Parties because it does not result in direct financial obligations and there is no need to go through complicated ratification procedures.	

	Advantage	Disadvantage
Institutional structure	All instruments have some form of scientific input either through their own bodies or through the CMS Scientific Council.	Not all Agreements have a body dealing separately in management and scientific matters reducing their focus and the time they can spend on these very different matters.
		Some MOUs have no provisions for Parties to meet, therefore no decision-making body;).
Staffing	The CMS and CMS Family team is extremely dedicated (a small team handles a great deal of work) and multifaceted. Comment SA - This should cancel the argument of the low cost option.	CMS Secretariat has an increased workload due to the increase in the number of Parties (32) and subsidiary instruments (2 Agreements, 11 MOUs and 2 Action Plans) since 2002, while staffing numbers have not increased proportionately in that period.

	Advantage	Disadvantage
		<p>CMS has less staff than other MEAs when comparing the number of Parties/Signatories and agreements they service:</p> <ul style="list-style-type: none"> - CMS and CMS Family – 34 staff and 144 Parties/Signatories, 18 agreements (including the recent MoU on sharks); - CBD - 91 staff with 190 Parties, 2 agreements; - CITES - 36 staff with 175 Parties, 1 agreement; - WHC - 94 staff with 186 Parties, 1 agreement; - Ramsar Convention - 22 staff with 159 Parties, 1 agreement. <p>Comment SA - This is a very good example of the level of detail and comparison required for informed decision making).</p>
Finances	Donations fund projects and Parties can decide how much and to which projects they will contribute, taking ownership and special care of that project.	Not having the certainty of a resource base does not allow for long or medium term planning and co-ordination of activities.

	Advantage	Disadvantage
		<p>A number of subsidiary agreements have reported that a lack of finances is impacting on the implementation of their work plans, e.g. the Gorilla Agreement has received no funding so far, the Siberian Crane MOU cannot finance monitoring of released birds, Bukhara Deer MOU cannot develop a network for protection areas, The African Elephant MOU requires an estimated US\$120,000 to operate for the next three years but has only received pledges of €30,000 for that period.</p> <p>Some have argued that this is an indication that in designing the Future Shape of the CMS, a radical resource mobilisation strategy needs to be set in places for programmes within the entire CMS Family rather than relying on volunteer contribution to enhance implementation,</p>
	<p>Legally binding agreements have core funding which is allocated to operational, scientific and information management ensuring that CMS and its Agreements can plan, assist all the other agreements which depend on their services and seek donations for conservation activities.</p>	<p>MOUs are exclusively funded by donations which makes them very vulnerable as this funding is ad hoc in some instances and may not materialize.</p>
	<p>The budget is approved by unanimity of the Parties so there is absolute consensus on what is to be done with the core budget.</p>	<p>It is difficult to assess whether the agreement have been properly implemented as only tasks that will receive funding are approved.</p>

	Advantage	Disadvantage
	<p>UNEP charges PSC on the budgets CMS and UNEP administered instruments and puts 97% back into CMS and its Family in the form of personnel and other resources.</p>	<p>Some have argued that given funding constraints it might be that the actual shape of the CMS does not require to be changed or requires very minimal changes and a review of activities and internal processes such as the recruitment processes as was discussed in the Working Group meeting and the revisiting of financing mechanisms and as indicated above coming up with fundraising/resource mobilization strategies that will facilitate resourcing of activities to enhance the implementation.</p>
		<p>There is no clear fundraising policy or strategy across CMS and its Family although it depends heavily on donations for its activities.</p>
Centralization	<p>CMS, AEWA, EUROBATS, ASCOBANS and the Gorilla Agreement are housed in the same building in Bonn, and through formal and informal meetings are able to share experiences, ask questions, and further support each other by loaning staff at peak times of activity (MOPs etc). They also share the services of the AFMU.</p>	<p>Sharing of services might benefit some Agreements at the disadvantage of the others depending on the setting of priorities especially when sharing scarce resources. Which agreement is higher/better/more important than the other might surface and cause friction when these are clustered in the same place.</p>

	Advantage	Disadvantage
	All MOUs receive their Secretariat and most their Scientific support from the CMS Secretariat which allows sharing of expertise, experience in conservation, consistency of services, delivery of a strong central policy and understanding what the MOUs require.	This puts further pressure on already stretched resources.
	It is easier to co-ordinate and carry out training and capacity building in a centralized context.	Priorities would have to be carefully balanced as otherwise there is a risk of focusing on some agreements at the expense of others.
Regionalisation	The operation of a viable CMS/IOSEA office in Bangkok for six years demonstrates that CMS can function effectively away from headquarters.	IOSEA's success may be in part due to the support it received from UNEP where it is housed. There is little experience of the how the Abu Dhabi office function as it has just opened.
	May assist in the development of capacity within developing countries.	There may be issues with capacity building particularly in the newer agreement areas.
	Regional Project Offices would provide more focus on specific regional issues and would be based in areas with the greatest abundance of biodiversity.	However, transboundary cooperation in some regions may be very difficult depending on the political situation within and between States, it can take years to develop and requires close and ongoing facilitation and coordination at all levels. For example in West Africa, the West African Elephant MOU recognizes that harmonization of legislation across countries is necessary to ensure effective law enforcement and control of the ivory trade.

	Advantage	Disadvantage
	ACAP, ACCOBAMS and Wadden Sea operate independently from UNEP and all three are well supported by Party funding.	
Species grouping	The merger of ASCOBANS and CMS Secretariats provided for a new post to be created in CMS: 75% of the marine mammal officer's time is dedicated to ASCOBANS and 25% of time dedicated to other CMS marine mammal work, thereby sharing resources and valuable experience across other Agreements. The officer also serves as the Joint Secretariat Focal Point for ACCOBAMS. The Officer also deals with the CMS Pacific Islands Cetaceans MOU and is responsible for coordinating the WATCH (Western African Talks on Cetaceans and their Habitats) now in force as the MOU on Western African Aquatic Mammals (WAAM).	Higher than expected time consumption of the staff. Need for a comprehensive estimate of duties and time allocation, without this time commitments are exceeded.
	Species grouping allows limited resources to be shared across species groups and thus is a more effective use of resources.	The scientific expertise required even for the same taxa may be different.
Scientific capacity	There is flexibility within the system to invite scientific experts onto the Scientific Council, including allowing outside experts to contribute which adds to CMS's political independence and science base.	

	Advantage	Disadvantage
	<p>Most of the subsidiaries agreements have received supplementary scientific support from external bodies, primarily pre-existing expert and advisory groups, or through specialist NGOs. Examples of include the Great Bustard and Aquatic Warbler MOUs, in which technical support is provided by Birdlife International, while the Bukhara Deer MOU harnesses the expertise of the WWF Central Asia programme.</p>	<p>A number of the MOU have no scientific capacity and are dependent on the CMS Scientific Council for expertise. Even those Agreements with Scientific support have stated that further funding is required to implement work programmes and support Working Groups.</p>
	<p>The Biodiversity Liaison Group provides an opportunity to explore synergies, increase coordination and exchange information amongst participating biodiversity-related MEAs.</p>	
		<p>In some range states insufficient capacity building and training for technical staff. In addition, there is not always sufficient technical equipment available in some range states to allow technical staff to undertake their duties e.g. ecological surveys and monitoring.</p>
Reporting	<p>A number of instruments have provided a mandate for carrying out work on harmonization of reporting (CMS, AEWA).</p>	<p>Across the CMS Family and across biodiversity-related Conventions in general there is no coordination of reporting periods and this in turn increases the burden on States due to multiple reporting requirements. Another concern is that the formats often change after each Meeting.</p>

	Advantage	Disadvantage
	Some instruments have introduced guidelines or explanatory notes to improve the quality of information (CMS and IOSEA).	Reporting deadlines are often missed by numerous Parties; whilst some Parties may report at a later date, there is also often a high percentage of non-compliance. This may be in part due to the increased reporting burden on a number of Parties.
	IOSEA On-line Reporting Facility (ORF) recognized as most advantageous.	
		Questions are sometimes duplicated across agreements as a consequence this can lead to duplication of work. Where each agreement has identified a different national focal point this problem is compounded where national focal points do not communicate to one another.
		An additional problem that has been identified is that it is difficult for the Secretariat to consolidate individual reports into a single report that summarizes the collective position of all Parties.
Technical data	The IOSEA Marine Turtle Interactive Mapping System (developed by UNEP-WCMC and IOSEA Secretariat) is designed to facilitate the integration of public-domain field data.	

	Advantage	Disadvantage
	A Memorandum of Cooperation between CMS and the GBIF was signed in October 2008 to work together to develop and share biodiversity data on migratory species. Integrated programmes are being developed by all MEAs to resolve the current existing data problems in recognition that the harmonization of information management and reporting can lead to a more integrated process, reduction of duplication and greater sharing of information.	For scientific data to be effective, population estimates need to be collected in similar ways across the CMS Family and other MEAs to ensure that comparisons are compatible.
	The BirdLife Global Procellariiform Tracking Database, which exists due to the collaboration of scientists worldwide, facilitates the analysis of the global distribution of ACAP species.	ACAP has advised that data gaps exist in our knowledge of the foraging range of some species during different stages of their life cycle. ACAP is also in the process of negotiating MoU with relevant fisheries management organizations to obtain relevant data on seabird bycatch. Confidentiality clauses may restrict access/distribution of data amongst CMS affiliates.
		General data problem is the lack of baseline data on distribution, abundance, stock identity and population structure (e.g. ACCOBAMS). Addressing population threats is also hampered by gaps in basic species knowledge, as well as lack of monitoring or assessment in some CMS regions.
Synergies	You gain resources, gain expertise, gain networks, gain supporters, capacity, where the partner is already well established you come into an area and hit the ground running; e.g. Siberian Crane MoU is coordinated by International Crane Foundation and	Risk that you may stray off your mandate or legal framework or not have capacity to support the relationship.

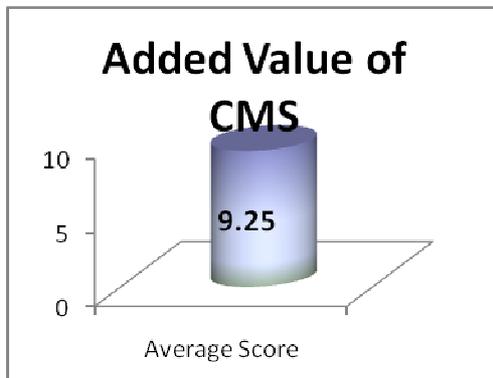
	Advantage	Disadvantage
	projects are supported by GEF; BLI and RSPB support the Aquatic Warbler MoU.	
		Funding is not always available to maintain partnerships e.g. after 3 years the AfSGF (funded by Defra, European Commission, WWF, US Fish and wildlife service amongst others) no longer coordinates nor provides technical support to the West African Elephant MoU due to lack of resources.
	Joint representation of multi Agreements at meetings and the development of collaboration with other Intergovernmental and Non-governmental organizations.	The right expertise is required in order for joint representation to be successful as otherwise it may diminish the confidence of other organizations in the level of 'expertise' of the representative.
Activity rate	Rate of expansion in terms of Parties and in number of Agreements and MOUs indicates an increased awareness of the need to protect biodiversity and the important role played in national ecosystems by migratory species.	Rapid growth without consolidation can mean that limited resources are further stretched risking patchy implementation of all, newer and older, agreements.

ANNEX III: SUMMARY OF THE KEY ISSUES RAISED IN THE QUESTIONNAIRES AND RESPONSES TO QUESTIONNAIRES PROVIDED BY CMS' SECRETARIAT TO ERIC AS RESPONDED BY PARTIES, ORGANIZATIONS AND MEAS.

Annex 1 of Questionnaire

The following analysis is based on 27 responses received from States either a Party/Signatory to CMS or an Agreement or a MoU. An additional 5 responses were received from other stakeholders (MEAs and NGOs) whose comments were of a more general nature and therefore fed into the development of the activities, their advantages and disadvantages and consequently into the scoring of relevant activities.

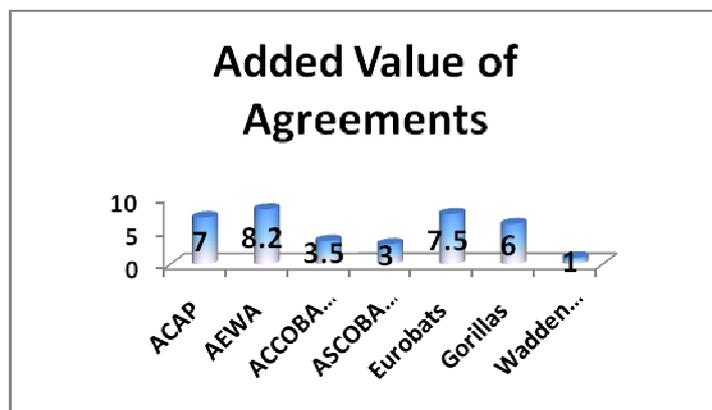
Question 1: Added Value of CMS



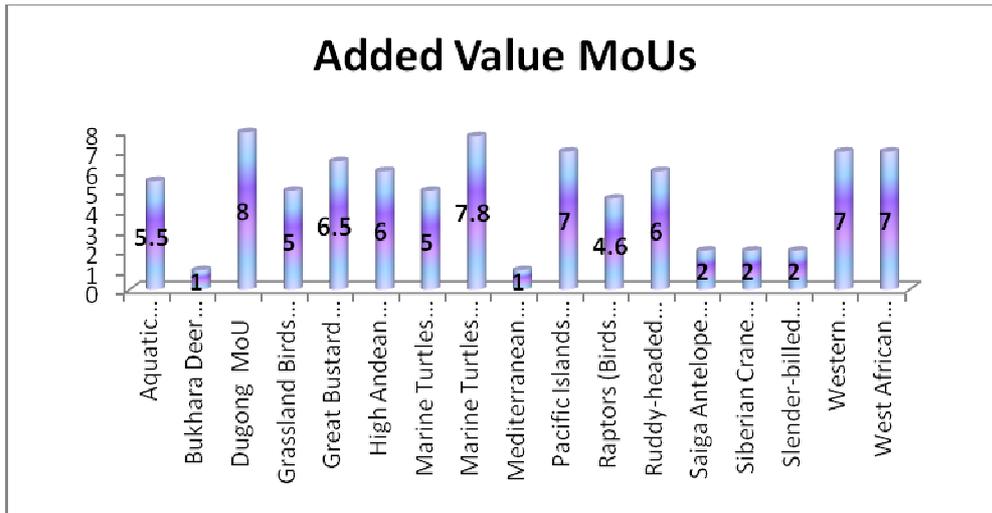
As stated in Phase II questionnaires added value measured as:

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

Question 2: Added Value of Agreements



Question 3: Added Value of MoUs



Question 6: Effectiveness of Instruments in delivering conservation

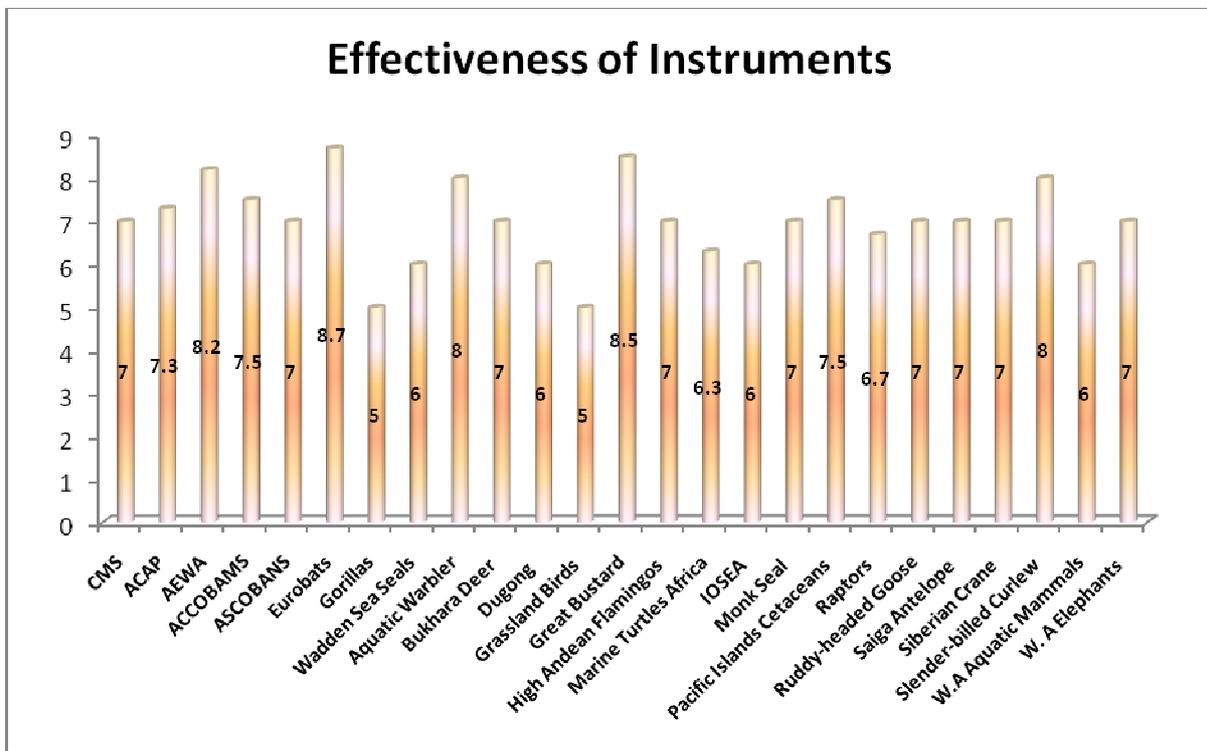


Table 1: Summary of Key Areas of Concern

Area of Concern	Comment
Information Deficiencies	There are major deficiencies in information regarding species range, biological status and life history.
Human and Financial Resources	Human and financial resources are insufficient for a number of the African States who responded. Not enough financial capacities to carry its activities (depend on limited voluntary contributions as well as donations which are dedicated to certain projects).
Prioritization	Prioritization is essential as resources are scarce (both human and financial) in most countries.
Monitoring	A proper monitoring and evaluation of the effectiveness should have been undertaken before any new programmes or agreements were developed before MoUs implemented. A proper monitoring and evaluation of the effectiveness should have been undertaken before any new programmes or agreements were developed before MoUs implemented.
Harmonization of Reporting	It is very complicated, elaborate and it is difficult to fill up the proposed information. It should be simplified. A country report requires substantial research and effort, with capacity not always available. Reporting form is so long and so in-depth that we put off completing it because it is so cumbersome. Care should be taken that the desire to reduce reporting burdens does not remove the potential to understand the effectiveness of agreement implementation. If the priority is to focus on more effective delivery of conservation actions, then it may be that reporting on the success or otherwise of those actions is an inevitable ‘overhead’ and should be seen as an essential component of the conservation delivery ‘cycle’. Limited, because of the great range of technical capacities within various CMS member countries
Regionalization	The lack of Regional office and sub Regional Offices contributed much to the lack of regional synergy,
Core Financial Contributions	Many conservation activities are funded by voluntary contributions as the majority of voluntary donations are tied to particular activities which can lead to an imbalance in implementation of priority conservation activities

Table 2: Highlighted Responses to Questionnaires

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

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

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

		The convention secretariat has insufficient resources (personnel, finance and logistics) to sustain such relationship; problem of monitoring and implementation of activities.	
Q.10 Co-locating Secretariat	<p>Ease of meetings.</p> <p>Better sharing of resources.</p> <p>Shared skills and knowledge.</p> <p>Shared technical equipment.</p> <p>Improved information flow.</p> <p>Identifying and addressing gaps and weaknesses rather than developing new agreements as solution to problems and gaps identified in MoUs and agreements.</p>	<p>The remoteness of the action.</p> <p>Expensive.</p> <p>Perception of balance of opportunities and benefits related to the participation of countries from different world regions.</p> <p>Threat of concentrating of all matters in one place and on one continent.</p>	
Q.11 Restructuring – migratory groups	<p>Shared scientific services, knowledge, data, monitoring schemes.</p> <p>Allows to a certain extent to develop common</p> <ul style="list-style-type: none"> ⇒ conservation programmes, measures ⇒ fundraising ⇒ awareness raising ⇒ educational work (Germany) <p>Better planning of specific conservation actions.</p> <p>A restructuring of the instruments into the main migratory species groups could enable a focus on the common threats and responses and ensure that best practice methods are applied.</p>	<p>The potential loss of a separate identity and organizational/professional profile and ‘prestige’ could represent significant structural barriers within each individual MOU to such a change.</p> <p>Loss of the single species focus</p> <p>Need to harmonize existing instruments</p> <p>Heterogeneous terrestrial cluster.</p> <p>Dilution of effectiveness.</p> <p>Be larger geographic areas for each agreement, leading again in more general conservation actions.</p> <p>Merging too many agreements could make the bodies too large and cumbersome, saving money at the expense of efficiency.</p>	<p>Geographically/ecologically similar migratory species groups would encourage economies of scale derived from joint programs of work (with corresponding impact on Secretariat positions) as well as establishing a mechanism to bring awareness of issues of common concern to species groups, such as the impact of fisheries interactions, marine debris, noise pollution, climate change and ship strikes on marine species (Australia).</p>
Q.12 Regional	Could contribute positive conservation actions for these	Historically, regionalization has been	

<p>Clustering</p>	<p>species (Cote D'Ivoire).</p> <p>Comprehensive approach to species conservation in a whole region, instead of looking only at flag species (EC).</p> <p>Easy access to local entities (Germany).</p> <p>The clustering the Agreements and MOUs in a region means that administrative resources can be shared, and synergies developed across species groups (South Africa).</p>	<p>identified as a costly option for the CMS (Australia).</p> <p>Not appropriate to species that range across the globe or overlap some regions (EC).</p> <p>International aspect gets lost in particular for Agreements with a very broad geographical coverage (e.g. AEWAs, SHARKS) (Germany).</p> <p>Risk of the disintegration of CMS (Germany).</p> <p>Cost intensive (Germany).</p> <p>Many administration units (Germany).</p> <p>There might also be political reluctance among some range states if regional clusters are located elsewhere (South Africa).</p> <p>Risk of inconsistent scientific advice and decision-making across regions if communications between the instruments were not effectively managed (UK).</p>	
<p>Q.15 Core Financial Contributions</p>	<p>Must simply ensure that the contributions of the Parties are duly paid and that CMS increase its efforts in seeking voluntary contributions (Cote D'Ivoire).</p>	<p>Many conservation activities are funded by voluntary contributions as the majority of voluntary donations are tied to particular activities which can lead to an imbalance in implementation of priority conservation activities (Australia).</p> <p>The contribution of the parties is insufficient to meet the operation of CMS. Many states do not honour their commitment (Togo).</p>	

<p>Q.16 Overheads & Voluntary Contributions</p>	<p>The financial contribution to UNEP stays flexible and stays in relation to voluntary and core financial contributions to CMS – it never exceeds 13% (Germany),</p> <p>CMS has a high profile in the international scene thanks to UNEP and it also facilitates international travel for employees (Hungary)</p> <p>The availability of resources to finance the organization structure of the CMS (Togo).</p>	<p>13% overhead charges on voluntary contributions could be a barrier to many Signatories to fund for a project (Germany).</p> <p>Low rate of contributions of the parties (Togo).</p> <p>It can also be seen as transferring decision making on resource allocation from Parties to UNEP and risks Parties feeling they have less ownership over the delivery of the instruments' objectives (UK)</p>	
<p>Q.17 Reporting</p>	<p>Limited IT infrastructure and technical capacity to support an online reporting process (Australia).</p> <p>It should simplify the framework of the report imposed on the parties (Togo).</p> <p>More could be done to identify outcome-oriented indicators which show progress in implementing the Convention and its agreements. These should fit into the structure of biodiversity indicators being used by countries under the CBD, but have a more migratory focus. (UK)</p>	<p>It is very complicated, elaborate and it is difficult to fill up the proposed information. It should be simplified (India).</p> <p>A country report requires substantial research and effort, with capacity not always available (South Africa).</p> <p>Reporting form is so long and so in-depth that we put off completing it because it is so cumbersome (US).</p> <p>Care should be taken that the desire to reduce reporting burdens does not remove the potential to understand the effectiveness of agreement implementation. If the priority is to focus on more effective delivery of conservation actions, then it may be that reporting on the success or otherwise of those actions is an inevitable 'overhead' and should be seen as an essential component of the conservation delivery 'cycle' (UK).</p>	<p>For some countries, particularly those with small environment agencies, fulfilling national reporting requirements can be difficult and resource-intensive (Australia).</p>
<p>Q.18 Harmonization</p>	<p>This will facilitate easy accessibility to information and knowledge of what other Agreements and MoUs are</p>	<p>Limited, because of the great range of technical capacities within various CMS member countries</p>	

	doing in the CMS family (Ghana).	(New Zealand).	
Q.19 Scientific resources	<p>An advantage of outsourcing scientific advice is that it potentially reduces the workload of the scientific council and could be seen as providing independent, scientific advice to the organisation (Australia).</p> <p>⇒ costs for internal staff could be reduced</p> <p>⇒ the best available scientific knowledge could be bought in (Germany)</p> <p>Would include taking advantage of already existing scientific bodies and their expertise, especially in the face of limited resources (USA).</p>	<p>Disadvantages include the cost associated with outsourcing, and managing that work. The time currently provided for council meetings is, at times, insufficient, particularly for those meetings prior to a CoP. (Australia). The permanent growth of CMS bears the risk that the number of state representatives in the Council and other fora is growing but not necessarily the scientific knowledge (Germany).</p> <p>Outsourcing might weaken the link between the science and the particular management needs of the species concerned, which might for example be affected by particular local circumstances (UK).</p>	<p>⇒ shared committees</p> <p>⇒ reduced number of committee members (regional representatives, commonly accepted international experts instead of representation on a national basis)</p> <p>⇒ reduced number of face to face meetings</p> <p>⇒ communication via modern techniques (mailing lists, communication platform, Skype sessions, online meetings)</p> <p>⇒ back-to-back meetings with COPs, MOPs (Germany).</p> <p>For many years, Ramsar's STRP has had an extremely effective web-based 'Support Service' as a platform to support discussions and file-sharing related to its work. More recently, AEWA has developed a similar web-based 'Workspace'. There could be considerable potential for a shared 'Workspace' or discussion forum for all the scientific advisory bodies within the CMS family. Such a facility would allow networking of expertise within the CMS family on a range of programmatic or thematic issues (e.g. climate change, by-catch etc.). Such networking and expertise-sharing could be achieved 'virtually' without the need to create or modify any institutional structures (UK).</p>

<p>Q.20 Synergies</p>	<p>Strengthening interaction and synergies with other relevant existing CMS agreements and MoUs, as well as other organisations, institutions or multilateral environmental agreements would maximize the efficiency and effectiveness of available resources while providing significant additional conservation benefits (Australia).</p>	<p>A lot would be dependent on the Inter-personal relation of the organization implementing the MEA's (India).</p>	<p>Opportunities exist for the CMS to interact more fully with other MEAs when dealing with those issues that require a truly global approach for intergovernmental organizations such as developing relationships with and/or support from the UN and its bodies (Australia).</p> <p>Potential opportunities certainly exist between AEWA and Ramsar, for example, in identifying potential Ramsar sites that are of key importance for species covered by AEWA in the Africa-Eurasian flyway. International funding opportunities should also be jointly explored for common goals (of, for example, AEWA and Ramsar, CBD and AEWA, etc.) (Hungary).</p>
<p>Q.21 Cooperation with other organizations</p>	<p><u>Data Exchange</u></p> <p>Stops the waste of time and resources in carrying out investigations which have already been done (Costa Rica).</p> <p><u>Development of common reporting requirements</u></p> <p>This would assist in comparing progress, quality of work, identification of gaps and whether they are happening in all the agreements/organisations/MoUs and which constraints are crosscutting and hence come up with an integrated approach in coming up with solutions (South Africa).</p>	<p><u>Data exchange</u></p> <p>A clearing house mechanism should be established. Shared knowledge management systems. Knowledge owners not prepared to make knowledge available. Quality of information if not assured might misguide the conservation planning. Access to technology especially in developing countries might be a barrier to access to appropriate and updated information (South Africa).</p> <p><u>Joint and/or back-to-back meetings including COPs/MOPs</u></p> <p>This idea might not lead to expected results. Improved cooperation or coordination with other organizations needs more work. At the moment Executive Secretaries in</p>	<p>A good example is the friendship Agreements between AEWA, RAMSAR, Wetlands International and Birdlife International that is currently in its drafting phase. This is probably one result of a successful cooperation in carrying out the Wings over Wetlands project (Germany).</p>

		practice attend COPs/MOPs of other MEA. At the national level this cooperation can be done at home and not at such meetings (Slovenia).	
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Table 3: Recommendations from Questionnaires

Question	Recommendations
Q. 4 - Resources	<p>Having a national technical which generates planned and proper management (Costa Rica)</p> <p>Project funding CMS visible in the country taking into account the conservation priorities of endangered migratory species (DRC)</p> <p>Less funding going to the administration of the instruments to free up resources for direct conservation action through the implementation of action plans (UK).</p> <p>Combining some agreements or parts of these agreements such as secretariats and actions, e.g. AWEA and Raptors, or ACCOBAMS, ASCOBANS and WATCH (EC).</p> <p>A high number of meetings (COPs, MOPs, ACs, StCs, SCs) leads to huge travel costs and is extremely time consuming. Back-to-back solutions might be one solution to solve this problem (Germany).</p>
Q.5 – Success & Failures	<p>It would help greatly if CMS has linkages between organization and donors who can provide financial assistance to the signatory States for implementation of the convention (India)</p>
Q.6 – Conservation Measures	<p>There is a need to call on the Parties to review their annual contributions and also to honour their obligations of contribution payments (Ghana).</p> <p>All CMS instruments could benefit from an evaluation of the successful conservation action they have undertaken compared to the resource effort given to administrative functions (UK).</p>
Q.7 – Strategic Focus	<p>Given the current global financial outlook, it would be realistic to assume that only the most urgent actions may receive the required funds (Australia).</p>
Q.8 – Developing Synergies	<p>Develop synergies by working more closely with IGOs, NGOs, Private/Public Partnerships (including Foundations), as well as with Governments (New Zealand).</p> <p>Action to develop these synergies should be constituted at the Convention level and be cascaded down to regions, with a reporting format in place (South Africa)</p> <p>There could be value in undertaking a thorough assessment of the benefits of combining CMS instruments under common species groups, such as terrestrial, marine and avian species, where the threats are common across the species. It may be possible to achieve substantial efficiency savings under such a model by combining administrative functions and reducing reporting</p>

	<p>burdens. Consideration could also be given to an equivalent assessment of amalgamating instruments on a regional basis to determine whether this could provide a more effective means of delivering conservation objectives (UK).</p>
Q.9 – Secretariat Service to MoUs	<p>Integration (co-location) of CMS secretariat and some Agreements' secretariats seems to be good for instruments with their range states in Europe, in such case CMS Headquarters office act as a Regional Office (Saudi Arabia).</p> <p>(a) combining the Secretariats of CMS and its instruments into a single body, akin to the model for other biodiversity MEAs, (b) combining secretariats at a regional scale (<i>i.e.</i> geographically), or (c) combining Secretariats according to species groups (UK).</p>
Q.10 – Co-location	<p>Collocation of project officers/units (if existing) with regional organizations, NGOs, agency, other (Germany).</p> <p>The strong center should remain in current CMS headquarters and the temporal offices located in the sites of co-operating organizations on other continents should be established for the time of running specific projects (Poland).</p> <p>Consideration should be given to locating the Secretariat in alternative UNEP locations such as Nairobi, or non-UNEP buildings, e.g. by co-locating with the Secretariats of other MEAs.</p>
Q.11 – Restructuring Migratory Species	<p>A trans-regional or regional body could establish a working arrangement which would facilitate the implementation of a species grouping approach (DRC).</p>
Q.12 – Regional Clustering	<p>Restructuring the CMS Agreements and MOUs into clusters covering all the Agreements/MOUs in a specific region would be more valuable if the clusters were based on species (USA).</p>
Q.13 – Delivery of Objectives	<p>More clearly defining the role of the secretariat may provide some guidance as to what changes could be made to work programs to make secretariats more effective and efficient in delivering on CMS and MOU goals (Australia).</p> <p>Greater monitoring and rigour by CMS of Parties to check they are they are implementing the obligations acquired in the Agreements and MoUs (Costa Rica).</p> <p>Better integration of workplans with other MEAs, reducing reporting duties by further developing harmonized reporting (Germany).</p> <p>In general legally more binding framework should provide more effective delivery of conservation objectives. If already ratification is a problem (Slovenia).</p> <p>Elaboration of common instruments and implementation tools (Switzerland).</p>
Q.14 – Funding	<p>Signatories should agree on a financial plan together with a certain activity or project (Germany).</p> <p>Funding of activities/projects agreed by Parties/Signatories should be decided upon at the time of drawing the agreement, or at least funding opportunities should be explored and listed (Hungary).</p> <p>More careful consideration of likely costs of projects in planning stage,</p>

	<p>before Parties become committed to activities (New Zealand).</p> <p>Concentrate on specific deliverables rather than attempting to cover everything (South Africa)</p> <p>Consideration could be given to increasing fund raising activities (CITES provides a good model) or private sector partnerships or sponsorship, such as Danone's relationship with Ramsar. This latter may have potential in a CMS context which has yet to be fully considered or exploited (UK).</p>
<p>Q.15 – Core Financial Contributions</p>	<p>There could be a system, where if a party agrees on an ad hoc basis, supplement its usual core contribution with additional voluntary contributions. We could also create a "migratory species Fund" where any person, institution, public or private organization who wishes, to freely contribute in accordance with procedures agreed by CMS (DRC).</p> <p>Higher core financial contributions, partly earmarked for long-term projects and voluntary contributions for short-term projects accompanied by increased fundraising activities (Germany).</p> <p>Non-conservation costs must be minimized, e.g. through reducing the frequency of meetings. The voluntary contribution should be set as a minimum fee and parties encouraged to contribute as much as they can. This should have an incentive attached so that after a set period the party that has done most is rewarded in one way or the other and there should be various categories: developed, developing, etc (South Africa).</p>
<p>Q.16 13% on Voluntary Contributions</p>	<p>States Parties shall pay their contributions directly to the CMS Secretariat; it would save the system and the delays in the implementation of state funds (Cote D'Ivoire).</p> <p>Voluntary contributions that are earmarked for particular conservation projects should be free of overhead charges (Germany).</p> <p>Review lowering the rate (to 5%) that UNEP takes (Togo).</p>
<p>Q.17 Reporting</p>	<p>Reducing the burden of reporting while maintaining a focus on key indicators should be a primary consideration of the reporting and the use of existing reporting processes and formats, where appropriate, should be encouraged. In response to a request by PICs for assistance to address the growing reporting burden to MEAs, the Australian Government Department of the Environment, Water, Heritage and the Arts (DEWHA), in collaboration with the Pacific Regional Environment Programme (SPREP), developed a project to streamline national reporting by PICs to the biodiversity-related MEAs. The main outcome of the project has been the development and trial of a consolidated reporting template for use by PICs to five of the biodiversity-related MEAs: CMS; CBD; CITES; Ramsar; and WHC. The consolidated reporting template is designed to facilitate reporting by reducing duplication and by making the process simpler and less resource-intensive. The template represents a practical example of how national reporting can be streamlined by consolidating the reporting requirements of five MEAs into a single template. The CMS Secretariat provided comments on the template in 2009.</p> <p>(Australia).</p> <p>⇒ sections for each Agreement, MOU, Action Plan to be filled in according to the number of instruments a particular country has signed</p> <p>⇒ adoption of general information and ongoing information from the previous versions (e.g. focal points, long-term projects and programmes</p>

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

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

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

Table 4: Definitions

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

Tematea	A web-based tool that provides an issue-based framework of commitments and obligations from regional and global biodiversity-related agreements.	54

ANNEX V: FINANCIAL ANALYSIS OF ACTIVITIES WITHIN EACH OPTION.

Table 5: Financial Analysis

NB – Existing Staff Costs are covered by current budgets and do not represent an additional cost.

Summary

Option	Set Up Cost	New Ongoing Costs	Existing Staff Costs	Total costs
1 – Concentration	1,843,900	1,343,670	487,543	3,675,113
2 – Decentralisation	633,256	319,000	65,500	1,017,756
3 – Ideal	2,812,201	6,406,186	318,700	9,537,087
4 – Low Cost	411,550	172,000	67,020	650,570

Option 1: Concentration

Activity	Cost Item	Cost Per Item	S/T(1) New Activities Costs	Existing Staff Costs (2)	Total (1&2)	Comment
1. CMS Sec to carry out a global gap analysis at Convention level: consider which issues are being addressed, what issues are not being addressed, if another organisation is addressing these issues, scientific gap analysis (provided by Scientific Council) and what research is required. Total cost €48,700	Set Up Cost					
	1. Temporary Consultant for 9 months.	40,500	40,500			
	Cost of Existing Staff time					
	1. 0.10 of 1 x CMS Sec Staff time (P2)			8,200	48,700	Based on P2 level @ €82,000*10%

2. CMS Secretariat to provide centralised services relating to building capacity with the CMS family including training and educational activities.
Total cost €444,170

Set Up Cost					
1. Recruitment for 1 x P/T post (P2)	25,000				Average cost supplied by CMS Secretariat (€25,000 per person)
2. I.T. equipment	2,000				€2,000 per person supplied by CMS Secretariat
3. Design of web based training site/page on CMS's website.	10,000	37,000			
New Ongoing Costs					
1. Salary 1 x P/T Capacity Building Officer (P2) x 3 years	129,000				
2. Translation costs for guidance documents.	18,170				8% increase on 2009-2011 budget
3. Publication of guidance documents	15,000				Based on CMS costing of €5,000 per publication
4. Maintenance of web based training site/page.	1,000				
5. Additional 2 x workshops per year.	210,000	373,170			Based on an average of €35k per workshop (€21,814 for 3 workshops in 2010 UNEP/CMS/Conf.9.33/Rev.2)
Cost of Existing Staff time					
1. 0.25 of Information Manager of CMS Secretariat.			32,500		Based on P4 level @ €130,000@25%
2. 0.05 of Information Manager of AEWA,			1,500	444,170	Based on €30,000 from AEWA/MOP 4.21 *5%

<p>3. CMS providing centralised administrative services to Agreements/MoUs [in Bonn] including: coordination of COP/MOPs; coordination of Scientific and Advisory Groups of CMS/Agreements and the meetings of scientific and technical group meetings. Joint meetings with joint decision making. CMS to coordinate fundraising activities and the development of consistent financial management systems. CMS to centralise the development and management of information technology including the development of mapping systems, centralised system and procedures in relation to data collection, management and storage and centralisation of data storage and analysis; including the development of shared management systems. Centralisation and harmonisation of reporting formats, return dates.</p> <p>Total Cost €783,500</p>	Set Up Cost				
	1. Recruitment cost of 1 x F/T Information Management Officer (P2) (70% of time) Recruitment cost of 2 x Assistants (G6)	67,500			Average cost supplied by CMS Secretariat (€25,000 per person)P2/70%
	2. IT Equipment for new recruit (as per No. 30).	5,400			€2,000 per person supplied by CMS SecretariatP2/70%
	3. Mapping software (new or build upon existing systems).	100,000			
	4. Information technology for reporting, and data storage (new or build upon existing systems).	150,000			
	5. Structural change cost (new departmental structure for CMS Agreements in Bonn – i.e. moving people around to fit into new centralised structure).	8,000			
	6. Consultant to handle change management – 1 year.	80,000	410,900		
	New Ongoing Costs				
	1. Salary 1 x F/T Information Management Officer (P2) + 2 x F/T G6 Assistants x 3 years (with data technical skills). P2 80% of time	328,500			1 x P2 (70%) 2 x G6 (€75,000)
	2. Maintenance of Information systems.	500	329,000		

	Cost of Existing Staff time				
	1. O.25 of CMS Information Management Officer.			32,500	Based on P4 @ €130,000*25%
	2. O.25 of AEW A Information Management Officer.			7,500	Based on €30,000 from AEW A/MOP 4.21 *25%
	5. 0.12 of CMS Administration Unit.			3,600	783,500 Based on GS 4 @ €30,000*12%
4. Coordinate access to research data as a centralised service across CMS agreements. Total Cost €64,900	Set Up Cost				
	1. Recruitment cost of 1 x F/T Information Management Officer (P2) 20% of time	5,000			Average cost supplied by CMS Secretariat (€25,000 per person)/20*
	2. IT Equipment for new recruit 20% of time	400			€2,000 per person supplied by CMS Secretariat/20*
	3. Intranet site on web page to access research documentation and information.	2,000	7,400		
	New Ongoing Costs				
	1. Salary 1 x F/T Information management Officer (P2) x 3 years 20% of time	51,000	51,000		
	Cost of Existing Staff time				
1. 0.05 of Information Management Officer			6,500	64,900 Based on P4 level @ €130,000*5%	
5. CMS to coordinate scientific	Set Up Cost				

research programmes based on identification of common issues/threats shared across the CMS family to reduce duplication and overlaps and improve economies of scale. This could include shared research. Total Cost €28,200	1. Recruitment cost of 1 x F/T Information Management Officer (P2) 10% of time	2,500				Average cost supplied by CMS Secretariat (€25,000 per person)/10%
	2. IT Equipment for new recruit 10% of time	200	2,700			€2,000 per person supplied by CMS Secretariat/10%
	New Ongoing Costs					
	1. Salary 1 x F/T Information Management Officer (P2) x 3 years 10% of time	25,500	25,500		28,200	
6. CMS Secretariat to measure implementation of CMS and its Family both from a Party and conservation perspective, quality of work, identification of gaps and propose measures to close these gaps. This includes developing indicators for measuring action plans. Total Cost €288,500	Set Up Cost					
	1. Recruitment cost of 1 x F/T Implementation and Monitoring Officer (P2).	25,000				Average cost supplied by CMS Secretariat (€25,000 per person)
	2. IT Equipment for new recruit.	2,000	27000			€2,000 per person supplied by CMS Secretariat
	New Ongoing Costs					
	1. Salary 1 x F/T Implementation & Monitoring Officer (P2) x 3 years.	255,000	255,000			
	Cost of Existing Staff time					
1. 0.05 of CMS Information Officer.				6,500	288,500	Based on P4 level @ €130,000*5%
7. Extending the scope of existing Agreements/MoUs rather than developing new Agreements/MoUs (e.g. AEWA and elephants MoU). Total Cost €650,600	Set Up Cost					
	1. Arrangement of meetings of MOP and MOS to negotiate extension of scope of agreement (please provide average cost of arranging such meetings).	400,000				Based on 1 MoU and one Agreement extension for the triennium - Servicing MOP 270,000 (AEWA/MOP/4.22 Rev 1) servicing a MOS 120,000 (CMS sec) (2010)

	2. Delegate travel to meetings to negotiate extension of scope (please provide average cost of delegate travel).	250,000	650,000			As per CMS Secretariat average cost for 75-90 delegates
	Cost of Existing Staff time					
	1. 0.02 of Admin and Information staff at CMS.			600	650,600	Based on GS-4 level @ €30,000*2%
8. CMS to coordinate communication across and within Agreements/MoU. Centralise press and media announcements and the implementation of species campaigns and public event. The coordination of CMS Family websites and CMS provide centralised awareness raising on common/shared threats through publications and online resources, where this is practicable. Total Cost €343,500	Set Up Cost					
	1. Recruitment cost of 1 x F/T. Communications Officer	25,000				Average cost supplied by CMS Secretariat (€25,000 per person)
	2. IT equipment for new recruit.	2,000	27,000			€2,000 per person supplied by CMS Secretariat
	New Ongoing Costs					
	1. Salary 1 x F/T Communications Officer x 3 years	255,000				
	2. Publications (additional publications 3 per year).	45,000				Based on CMS costing of €5,000 per publication
	3. 2 events per year.	10,000	310,000			Average increase of +/- 15% on current budget 10,000
	Cost of Existing Staff time					
1. 0.05 of CMS Information Officer.			6,500	343,500	Based on P4 level @ €130,000*5%	
9. Merge CMS Family	Set Up Cost					

agreements with synergies based on geography and/or ecology	1. Cost of investigating possible merger via consultancy services	90,000			
	Total Cost €143,470				
	2. Inter-sessional working group 3 meetings	15,000			Over 3 years contribution from CMS at €5,000 per meeting
	3. Translation costs	3,000	108,000		Based on €150 per 1,000 words as per CMS guidance (1report @ 20,000 words)
10. Merger of existing CMS Family agreements (MoUs) with similar species.	Cost of Existing Staff time				
	1. 0.02 of Fundraising Officer 's time			4,920	Based on P2 level @ €82,000*2%* 3 years
	2. 0.02 of MoU Officer's time			7,800	Based on P4 level @ €130,000*2%*3 Years
	3. 0.01 of Scientific Officer's time			3,900	Based on P4 level @ €130,000*1%*3 Years
	4. 0.01 of Executive Director's time			5,490	Based on D2 @ €183,000*1%*3 year
	5. 0.01 of Wadden Sea Seal Deputy Officer			2,400	Based on (Documents not available on line) – based on AEWA costs)
	6. 0.01 of AEWA Information Officer's time			2,400	Based on 80,000*1%* 3 years (AEWA/MOP 4.22 Rev.1)
	7. 0.01 of ACAP Information Officer			1,800	Based on 46,000 (MoP3 Doc 24)*1%*3 years (Aus \$ - exchange rate 1 Aus \$ = 0.77 €)
	8.0.01 of IOSEA Head of Secretariat			4,710	Based on D1 @ €157,000*1%* 3 years
	9. 0.01 of ACCOBAMS executive assistant			1,050	Based on 35,000*5%* 3 years (Res 3.2)5,250
	10. 0.01 of EUROBATS Admin Assistant			1,000	143,470 Based on 33,000*5%* 3 years (MoP6.Record.Annex4)
	Set Up Cost				
	1. Cost of investigating possible merger via consultancy services	90,000			

Total cost €143,470					
	2. Inter-sessional working group 3 meetings	15,000			Over 3 years contribution from CMS at €5,000 per meeting
	3. Translation costs	3,000	108,000		Based on €150 per 1,000 words as per CMS guidance (1report @ 20,000 words)
	Cost of Existing Staff time				
	1. 0.02 of Fundraising Officer 's time			4,920	Based on P2 level @ €82,000*2%* 3 years
	2. 0.02 of MoU Officer's time			7,800	Based on P4 level @ €130,000*2%*3 Years
	3. 0.01 of Scientific Officer's time			3,900	Based on P4 level @ €130,000*1%*3 Years
	4. 0.01 of Executive Director's time			5,490	Based on D2 @ €183,000*1%*3 year
	5. 0.01 of Wadden Sea Seal Deputy Officer			2,400	Based on (Documents not available on line) – based on AEWAs costs)
	6. 0.01 of AEWAs Information Officer's time			2,400	Based on 80,000*1%* 3 years (AEWA/MOP 4.22 Rev.1)
7. 0.01 of ACAP Information Officer			1,800	Based on 46,000 (MoP3 Doc 24)*1%*3 years (Aus \$ - exchange rate 1 Aus \$ = 0.77 €)	
8.0.01 of IOSEA Head of Secretariat			4,710	Based on D1 @ €157,000*1%* 3 years	
9. 0.01 of ACCOBAMS executive assistant			1,050	Based on 35,000*5%* 3 years (Res 3.2)5,250	
10. 0.01 of EUROBATS Admin Assistant			1,000	143,470 Based on 33,000*5%* 3 years (MoP6.Record.Annex4)	
11. CMS wide Scientific Institution	Set Up Cost				
Total Cost €287,400	1. Inter-sessional working group meetings x 3	15,000			Over 3 years contribution from CMS at €5,000 per meeting
	Consultant (2.3) 12 months	124,200			12 months spread over a 3 year period at €4,500 per consultant per month

	Translation costs	6,000	145,200			Based on €150 per 1,000 words as per CMS guidance (2 reports @ 40,000 words)
	Cost of Existing Staff time					
	1. 0.20 of CMS Scientific Officer			78,000		Based on P4 level @ €130,000*20%*3 Years
	2. 0.10 of AEWA Scientific Officer			36,600		Based on 122,000 (AEWA/MOP 4.22 Rev.1)*10%*3 years
	3. 0.10 of ACAP Scientific Officer			10,626		Based on 46,000 (MoP3 Doc 24)*10%*3 years (Aus \$ - exchange rate 1 Aus \$ = 0.77 €)
	4. 0.10 of ACCOBAMS Scientific Officer			10,626	287,400	Based on ACAP (no document provides details of costs)
12. Overarching Strategic Plan for CMS Family	Set Up Cost					
	1. Inter-sessional Working Group x 3 meetings	15,000				Based on 3 meetings with contribution from CMS of 5,000 per meeting
	2. Consultants (12 months)	124,200				Based on 6 month contract @ 4,500 per month for 2 consultants
	3. Translation costs	3,000	142,200			Based on €150 per 1,000 words as per CMS guidance (strategic plan x 2 drafts = 20,000 words)
	Cost of Existing Staff time					
	1. 0.5 of CMS Fundraising Officer's time			12,300		Based on P2 level @ €82,000*5%*3 years%
	2. 0.5 of CMS Information Manager Time			19,500		Based on P4 level @ €130,000*5%*3 Years
	3. 0.5 of CMS MoU Officer			19,500		Based on P4 level @ €130,000*5%*3 Years
	4. 0.5 of Wadden Sea Seal Deputy Officer			12,000		Based on (documents not available on line) based on AEWA costs)
5. 0.5 of AEWA Information Officer's time			12,000		Based on 80,000*5%* 3 years (AEWA/MOP 4.22 Rev.1)	
Total Cost €238,503						

	6. 0.5 of ACAP Information Officer			5,313		Staff costs not broken down in budget (Aus \$) – Based on 46,000 for Science Officer *5%*83 years – based on exchange rate of 1 Aus \$ to 0.77 euros
	7. 0.5 of ACCOBAMS executive assistant			5,250		Based on 35,000*5%* 3 years (Res 3.2)5,250
	8. 0.5 of EUROBATS Admin Assistant			4,950		Based on 33,000*5%* 3 years (MoP6.Record.Annex4)
	9. 0.1 of CMS Executive Secretary			5,490	238,503	Based on D1 @ €183,000*1%*3 years
13. CMS core budget for species groups and the MoUs dealing with these species groups Total Costs €21,200	Cost of Existing Staff time					
	1. 0.10 of Fundraising Officer Time			8,200		Based on P2 level @ €82,000*10%
	2. 0.10 of MoU officer time			13,000	21,200	Based on P4 level @ €130,000*10%
14. Alignment with international governance reform Total Costs €189,000	Set Up Cost					
	1. Inter-sessional working group	24,000				Based on 3 meetings over 3 years @ 8,000 per meeting (after governance reform)
	2. Consultant (12 months)	108,000				Based on 2 consultants at 4,500 per month for 12 months (after governance reform)
	3. Translation costs	6,000	138,000			Based on €150 per 1,000 words (estimate 40,000 word reports)
	Cost of Existing Staff time					
	1. 0.5 of CMS Executive Secretary				27,450	Based on D2 @ €183,000*5%*3 year (current activities)
	2. 0.5 of CMS Deputy Secretary				23,550	189,000
Total		3,187,570	3,187,570	487,543	3,675,113	

Option 2: Decentralization

Activity	Cost Item	Cost Per Item	S/T(1) New Activities Costs	Existing Staff Costs (2)	Total (1&2)	Comment
1. Closer collaboration with UNEP regional offices, where appropriate, to assist with capacity building and technological support required by CMS and its Family. Total Cost €29,120	Set Up Cost					
	1. Consultant to undertake gap analysis (6 months).	27,000	27,000			Based on 4,500 per month
	Cost of Existing Staff time					
	1. 0.02 of science officer and Information Capacity officer time during consultancy contract.			2,120	29,120	Information & Capacity Officer based on P4 @ €130,000/2 (6 months)*2% = 1,300 Science Officer based on P2 @ €82,000/2 (6 months)*2% = 820
2. Closer partnership working with partner organisations (including NGOs) in neighbouring Range States to assist in the coordination of conservation activities, coordinated work programmes and information sharing and to develop programmes and plans on how to deal with common threats that cross borders with neighbouring states Total Cost €219,200	Set Up Cost					
	1. Contribution to conservation programme/projects (x 3)	120,000	120,000			AEWA support of GEF project 80,000 (2 years)
	New Ongoing Costs					
	1. Contribution to associate programme officer (Grade P2) for large projects (as per WOW) x 3 years.	78,000	78,000			AEWA/MOP/4.22. Rev 1 (25% of programme officer salary)
Cost of Existing Staff time						

	1. 0.10 of Agreement/MoU officer; and			13,000		Based on P4 level @ €130,000*10%
	2. 0.10 of Fundraising Officer			8,200	219,200	Based on P2 level @ €82,000*10%
3. Regionalize conservation efforts by having local outposts with assistance from UNEP, NGOs and MEAs. Total Cost €81,956	Set Up Cost					
	1. Financial contribution to fundraising activities.	36,256	36,256			25% increase 36,256 to also include cost below (UNEP/CMS/Conf.9.33/Rev.2)
	Outreach and Fundraising Projects					
	New Ongoing Costs					
	1. Financial contribution to coordinator/technical advisors at the local level x 3 years	31,000	31,000			E 124,000 - 25% contribution for a Technical Officer AEW/MOP/4.22. Rev 1
	Cost of Existing Staff time					
	1. 0.5 of Agreement/MoU officer.			6,500		Based on P4 @ €130,000*5%
2. 0.10 of Fundraising Officer.			8,200	81,956	Based on P2 level @ €82,000*10%	
4 Have a presence in each of CMS' administrative regions with assistance from UNEP, NGOs and MEAs. Total Cost €64,920	New Ongoing Costs:					
	1. Financial contribution to CMS contact in the region	60,000	60,000			Regional officer for Africa AEW/MOP/4.22. Rev 1 Scenario 30
	Cost of Existing Staff time					
	1. 0.02 of Fundraising Officer's time			4,920	64,920	Based on P2 level @ €82,000*2%*3 years
5. Work with local and	Set Up Cost					

indigenous communities Total Cost €104,920	Contribution to assist development of networks and projects	100,000	100,000			
	Cost of Existing Staff time					
	1. 0.02 of Fundraising Officer's time			4,920	104,920	Based on P2 level @ €82,000*2%*3 years
6. Develop regional hubs for MEA implementation to identify synergies and linkages between MEAs and avoid duplication in projects and activities. Total Cost €200,000	Set Up Cost					
	Contribution to hub activities	200,000	200,000		200,000	
7. Establishment of external assessment and monitoring of effectiveness (for example by UNEP-WCMC) (This would include harmonization of data collection, storage, management and analysis). Total Cost €159,840	On-Going					
	Payment to external organisation to conduct assessment and monitoring	150,000	150,000			
	Cost of Existing Staff time					
	1. 0.04 of Fundraising Officer's time			9,840	159,840	Based on P2 level @ €82,000*4%*3 years
8. MoUs/Agreements collaborating and sharing office/personnel/resources (e.g. as per Abu Dhabi – Dugongs and Birds of Prey)	Set Up Cost					
	Contribution to assisting partnership to develop (e.g. meetings)	150,000	150,000			
	Cost of Existing Staff time					

Total Cost €157,800	1. 0.02 of MoU Officer's time			7,800	157,800	Based on P4 level @ €130,000*2%*3 years
TOTAL		952,256	952,256	65,500	1,017,756	

Option 3: Ideal

Activity	Cost Item	Cost Per Item	S/T(1) New Activities Costs	Existing Staff Costs (2)	Total (1&2)	Comment
1 Prioritising and coordinating, meetings of COPs, MOPs, MOSs, Scientific Committee, working groups etc [In Phase III there will be an adjustment to this activity which will reduce the cost by €750k.] Total Cost €768,000	Set Up Cost					
	1. Contribution to delegate travel (based on having to have 8 extraordinary meetings (1/3 of all agreements).	750,000	750,000			CMS Sec - 250,000 for 75-90 delegates (3 x MOPs based on 75-90 delegates and 5 MOS based on an average of 15 delegates)
	Cost of Existing Staff time					
	1. 0.15 of travel and meeting organising staff.			18,000	768,000	Based on GS-4 @ €30.00*15% x 4 staff
2 Coordinate with international organizations common meetings relating to shared issues (e.g. IUCN) and common research conservation programmes, species action plans and capacity building activities for on the ground conservation. Total Cost €635,000	Set Up Cost					
	1. Recruitment cost of 1 F/T person.	25,000				Average cost supplied by CMS Secretariat (€25,000 per person)
	2. IT equipment for new recruit.	2,000				€2,000 per person supplied by CMS Secretariat
	3. Website development for common conservation project.	20,000	47,000			
	New Ongoing Costs					
	1. Salary 1 x F/T International Liaison/Coordination Officer (P2) x 3 years	255,000				(P2) p/a 85,000 - average P2 Fundarising Officer cost (UNEP/CMS/Conf.9.33/Rev.2)
	2. Workshops x 2 per year.	210,000				Based on an average of €35k per workshop (Workshops 21,814 for 3 in 2010 UNEP/CMS/Conf.9.33/Rev.2)
3. Local Forum meetings x 6 per year .	36,000					

	4. Running budget for conservation projects.	85,000				Conservation grants and projects 50% increase UNEP/CMS/Conf.9.33/Rev.2
	5. Web maintenance costs.	2,000	588,000		635,000	
3 Development of a MoU Unit to coordinate MoU activities. Total Cost €749,500	Set Up Cost					
	1. Recruitment cost of 2 x F/T staff.	50,000				Average cost supplied by CMS Secretariat (€25,000 per person)
	2. IT equipment for 2 new recruits.	40,000	90,000			€2,000 per person supplied by CMS Secretariat
	New Ongoing Costs					
	1. Salary 2 x F/T MoU Unit staff to assist MoU officer x 3 Years (P2 and P3)	627,000	627,000			p/a P3 124,000 (AEWA/MOP/4.22. Rev 1) P2 85,000
	Cost of Existing Staff time					
	1. 0.25 of MoU Officer.				32,500	749,500
4 Create a migratory species scientific data hub, which would facilitate the use of migratory species data as an indicator of climate change. Total Cost €1,261,101	Set Up Cost					
	1. Recruitment cost of 1 x F/T hub officer.	25,000				Average cost supplied by CMS Secretariat (€25,000 per person)
	2. IT equipment of new recruit.	2,000				€2,000 per person supplied by CMS Secretariat
	3. Data capture software as per the CSN tool.	422,401				As based on Critical Site Network tool - WOW. Doc Inception Report No 1, 1 Jan - 31 March 2007
	4. Map and modelling systems.	100,000	549,401			
	New Ongoing Costs					
	1. Salary 1 x F/T Hub Officer x 3 Years	372,000				p/a P3 124,000 Technical Officer (AEWA/MOP/4.22. Rev 1)
2. Workshops (for training) x 3 per year.	315,000	687,000			Based on an average of €35k per workshop (21,814 for 3 in 2010 UNEP/CMS/Conf.9.33/Rev.2)	

	Cost of Existing Staff time				
	1. 0.10 Information Management Capacity Officer.			13,000	Based on P4 level @ €130,000*10%
	2. 0.05 of Information Management Capacity team in training.			11,700	1,261,101 P4 level @ €130,000*5% = 6,500 GS-7 level @ €74,000 *5% = 3,700 GS-4 level @ €30,000*5% = 1,500
5 Information Management and reporting systems which are fully integrated across the CMS Family	Set Up Cost				
	1. Recruitment cost of 2 x F/T staff.	50,000			Average cost supplied by CMS Secretariat (€25,000 per person)
	2. IT equipment for new staff.	4,000			€2,000 per person supplied by CMS Secretariat
	3. Information Management system (software costs).	150,000			150,000 3 years
	4. Design, preparation and printing of training manuals (please provide average cost of producing a CMS internal training manual.).	15,000			10% increase on 2009-2011 publications budget 2,544 (please provide average cost per publication of current guidance documents).
	5. 5 x training workshops.	175,000	394,000		Based on an average of €35k per workshop (21,814 for 3 in 2010 UNEP/CMS/Conf.9.33/Rev.2)
	New Ongoing Costs				
	1. Salary 1 x F/T Information Management Officer (P2) x 3 years.	255,000			
	2. Salary 1 x F/T Capacity Building Officer (P2) x 3 years.	255,000			
	2. Annual maintenance costs of information management system.	3,000			3,000 3 years

	3. Updates to Information system.	12,000				12,000 3 years
	4. Software licences where required.	300				
	5. Training workshops (2 x per year).	210,000	735,300			Based on an average of €35k per workshop (21,814 for 3 in 2010 UNEP/CMS/Conf.9.33/Rev.2)
	Cost of Existing Staff time					
	1. 0.10 of Information Management Officer.	13,000		13,000		Based on P4 level @ €130,000*10%
	2. 0.10 time of Information Management and Capacity Building Assistant.			7,400	1,149,700	Based on GS-7 level @ €74,000*10%
6. Increase agreement Staff	Set Up Cost					
	1. Recruitment cost for 17 x F/T staff and 1 x 0.5 staff.	450,000				Average cost supplied by CMS Secretariat (€25,000 per person)
	2. IT equipment for 18 new staff.	3,400	453,400			€2,000 per person supplied by CMS Secretariat
	New Ongoing Costs					
	1. Salary 2 x F/T assistants for Gorilla Agreement (P2) x 3 years	456,000				1 x Technical Officer (P2) 85,000 + 1 x Admin Assistant (G5) 67,000
	2. Salary 1 x F/T assistant for ASCOBANS (P2) x 3 years.	255,000				
	3. Salary 1 x F/T and 1 x P/T assistant for EUROBATS (P2) x 3 years	355,500				1 x Technical Officer (P2) 85,000 + 1 x Admin Assistant (G5) 67,000
	4. Salary 13 x F/T coordinators for MoUs x 3 years	2,340,000	3,406,500		3,859,900	Regional Officer for Africa (P-2) E 60,000 AEW/MOP/4.22. Rev 1
7 Suspension of redundant MoUs with monitoring to be	Set Up Cost					
	Consultant (6 months)	30,000	30,000			

carried out by MoU Unit and coordinated by CMS. Total Cost €43,000	Cost of Existing Staff time					
	2. 0.10 of MoU Officer.			13,000	43,000	Based on P4 level @ €130,000*10%
8 Encourage all Range States to become Parties/Signatories to CMS and CMS Family. Total Cost €123,000	Set Up Cost					
	1. Recruitment cost of 1 x F/T staff.(25% of P2)	6,250				Average cost supplied by CMS Secretariat (€25,000 per person)/25%
	2. IT equipment for new staff. (25%)	500	6,750			€2,000 per person supplied by CMS Secretariat/25%
	New Ongoing Costs					
	1. Salary 1 x F/T Communications Officer (P2) x 3 years. 25% of staff time	63,750				P2 25% of time
	2. Promotional campaigns (advertising, design, draft and print promotional publications).	52,500	116,250		123,000	300% increase on Membership Promotion budget 17,500 3 years (UNEP/CMS/Conf.9.33/Rev.2)
9 The development of new multimedia platforms for example video conferencing to enhance communications across CMS Family and with external organisations. Total Cost €59,000	Set Up Cost					
	Consultant (6 months)	30,000				
	3. Cost of IT equipment for multimedia platforms.	20,000				
	4. Training workshops	5,000	55,000			
	New Ongoing Costs					
	3. Maintenance costs for multimedia equipment.	2,000				
4. Web based training tool maintenance.	2,000	4,000		59,000		
10 Run awareness campaigns to ensure that CMS is recognised by the public, academic	Set Up Cost					
	1. Recruitment costs for 1 F/T staff. (75% of P2)	18,750				Average cost supplied by CMS Secretariat (€25,000 per person)

institutions, international organisations and others as the global leader in the protection of migratory species. Total Cost €286,686	2. IT equipment for 1 new staff. (75%)	1,500				€2,000 per person supplied by CMS Secretariat	
	3. Website redesign.	20,000					
	4. Promotional tools on website.	2,000	42,250				
	New Ongoing Costs						
	1. Salary 1 x F/T Communications Officer (P2) x 3 years.	191,250				75% of P2 time	
	2. Promotional Campaigns	50,886				2009-2011 (frozen budget) was of (UNEP/CMS/Conf.9.33/Rev.2) 25, 443. 200% increase	
			242,136				
	Cost of Existing Staff time						
	1. 0.01 of all information staff.			2,300	286,686	P4 level @ €130,000*1% = 1,300 GS-7 level @ €74,000 *1% = 740 GS-4 level @ €30,000*1% = 300	
	11. Prioritise Species Clustering Total Cost €317,800	Set Up Cost					
1. Consultant to handle change management – 12 months.	124,200					Based on 2.3 consultants @ 4,500 per month for 12 months	
2. Map and modelling system	100,000						
3. Inter-sessional working group	15,000					Based on 3 meetings with contribution from CMS at 5,000 per meeting	
4. Structural change cost (new departmental structure for CMS Agreements in Bonn – i.e. moving people around to fit into new centralised structure).	8,000						
5. Intranet site on web page to access research documentation and information.	2,000	249,200					

	Cost of Existing Staff time					
	1. 0.25 of CMS Information Management Officer.			32,500		Based on P4 @ €130,000*25%
	2. 0.25 of CMS MoU Officer.			32,500		Based on €130,000*25%
	3. 0.12 of CMS Administration Unit.			3,600	317,800	Based on GS 4 @ €30,000*12%
12. Resource Assessment						
Total Cost €284,400						
	1. Inter-sessional working group	15,000				Based on 3 meetings over 3 years @ €5,000 contribution per meeting from CMS
	2. Consultant to develop methodology (12 months)	124,200				Based on 2.3 consultants x 12 months @ 4,500 per month
	3. Translation	6,000	145,200			Based on €150 per 1,000 words (estimated reports on 40,000 words)
	Cost of Existing Staff time					
	1. 0.15 of CMS Information Officer's time			58,500		Based on P4 level @ €130,000*15%*3 years
	2. 0.15 of CMS MoU Officer's time			58,500		Based on P4 level @ €130,000*15%* 3 years
	3. 0.10 of Information & Capacity Assistant			22,200	284,400	Based on GS-7 level @ €74,000*10%
TOTAL		9,418,387	9,218,387	318,700	9,537,087	

Option 4: Low Cost

Activity	Cost Item	Cost Per Item	S/T(1) New Activities Costs	Existing Staff Costs (2)	Total (1&2)	Comment
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1. Mapping of location of field activities of other MEAs, NGOs, and other partners. Total Cost €3,700	Set Up Cost						
	1. Creation of web page on CMs website to be linked across to other agreement's web pages.	1,000					
	2. Publicity campaign.	2,700	3,700			2,700 10% of current Information and Publicity Materials budget (UNEP/CMS/Conf.9.33/Rev.2)	
Man Power of existing staff:	1. 1 x intern				3,700		
2. Create criteria against which to assess proposed new potential agreements. The criteria to include scientific need, existing and potential synergies (internally and externally) funding criteria, existence of a volunteer coordinator and the added value of CMS involvement. An example of added value includes the consideration of whether the new agreement will encourage participation and extend Parties, including considering whether the proposed agreement is better served by another MEA or other initiatives. Total Cost €73,000	Set Up Cost						
	1. 12 months consultant time to prepare criteria in collaboration with Standing Committee (WG).	60,000	60,000				
	New Ongoing Costs						
	1. Translation costs for reports	10,000	10,000				
	Cost of Existing Staff time						
	1. 0.10 of Secretariat staff drafting resolution and preparing reports.			13,000	73,000	Based on P4 level at €130,000 * 10%	

3. Parties/Signatories to translate guidance documents into local languages to assist implementation. Total Cost €22,600	Set Up Cost					
	Assistance for some Parties/Signatories for translation	20,000	20,000			
	Cost of Existing Staff time					
	1. 0.02 of Capacity Building Officer's time.			2,600	22,600	Based on P4 level at €130,000 * 2%
4. New sources of improving current staffing compliment (e.g. UNEP, CMS Family's own staff, Parties, secondments, interns and consultants) including international staff exchange and traineeship. Total Cost €194,700	Set Up Cost					
	Cost of employing consultants x 3 years	180,000	180,000			
	Cost of Existing Staff time					
	1. 0.10 of Fundraising Officer's time. Refer comment above on the costing of activities			8,200		Based on P2 level at €82,000 * 10%
	2. 0.05 of Capacity Building Officer's time.			6,500	194,700	Based on P4 level @ €130,000*5%
5. Encourage more NGOs to	Set Up Cost					

<p>become Signatories to MoUs and Encourage more Range States to become Parties/Signatories to CMS and CMS Family.</p> <p>Total Cost €30,920</p>	Cost of publicity campaign to raise awareness	30,000	30,000			
	Cost of Existing Staff time					
	1. 0.02 of Fundraising Officer's time			4,920	34,920	Based on P2 level @ £82,000*2% *3 years
<p>6. Develop a policy where implementation monitoring must be a part of any future MoUs.</p> <p>Total Cost €26,500</p>	Set Up Cost					
	1. Consultant (3-4 months) contract.	13,500	13,500			
	Cost of Existing Staff time					
	1. 0.05 of MoU Officer's time			6,500		Based on P4 level @ €130,000*5%
	2. 0.05 of Information Management Officer's time			6,500	26,500	Based on P4 level @ €130,000*5%
<p>7. Produce CMS website in 3 languages.</p> <p>Only the main pages of the website and does not include the translation cost of any documents (Pages: News & Events, species activities, bodies and meetings, Secretariat, about CMS pages, search engine function)</p> <p>Total Cost €64,300</p>	Set Up Cost					
	1. Translation cost of website at present.	40,000	40,000			Expert view from £1k to £100 k
	New Ongoing Costs					http://www.wintranslation.com/articles/art01_0007_webcost.html
	1. Translation of future web pages.	12,000	12,000			Over 3 years - news & events, species activities, general updates
	Cost of Existing Staff time					
	1. 0.05 of Fundraising			4,100		Based on P2 level @ £82,000*5%

	Officer's time					
	2. 0.10 of Editorial Officer's time			8,200	64,300	Based on P2 level @ €82,000*10%
8. Support current scientific data hub currently under development (IPBES) and continue to support the development of existing implementation hubs (Tematea, UNEP-WCMC, IOSEA)	New Ongoing Costs					
	Cost of supporting existing systems	150,000	150,000		150,000	
Total Cost €150,000						
9. Review of CMS membership at Scientific Council based on species groupings	Set Up Cost					
	1. Consultant for 6 months	62,100				Based on 2.3 people for 6 months @ 4,500 per month
	2. Translation costs	2,250	64,350			Based on €150 per 1,000 words on 15,000 word report
	Cost of Existing Staff time					
	1. 0.5 of CMS Scientific Officer's time			6,500	70,850	Based on P4 level @ €130,000*5%
TOTAL		583,550	583,550	67,020	650,570	

Annex VI: Options scoring

Table 6: Scoring Key:

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

<i>Option 1: Concentration</i>	Institutional Benefit	Institutional Detriment	Total Impact
Strategy: To centralize CMS services where this achieves resource efficiency.			
<p>Planning</p> <p>1 CMS Sec to carry out a global gap analysis at Convention level: consider which issues are being addressed, what issues are not being addressed, if another organisation is addressing these issues, scientific gap analysis and what research is required.</p>	<p><u>CE</u> (3) - Can assist in the targeted use of resources by avoiding overlaps, liberating resources for conservation programmes. Can help to prioritize the activities of the CMS and identify its future coverage.</p> <p><u>Int</u> (3) - Can assist in the prioritizing of resources across the CMS Family providing for improved cooperation and sharing of resources.</p> <p><u>Syn</u> (2) – Analysis can assist in identifying what issues are being addressed by external organizations, which may assist in the development of synergies.</p> <p style="text-align: right;">Medium (8)</p>	<p><u>LE</u> (1) – May require a policy to instruct the gap analysis.</p> <p><u>Fin</u> (2) – Limited costs identified for a consultant to conduct gap analysis</p> <p><u>Inst</u> (2) – CMS Secretariat staff time required to assist consultant.</p> <p style="text-align: right;">Medium (5)</p>	<p>Medium (+) <u>3</u></p> <p>The benefit of the activity outweighs the costs of the activity with medium positive impact to the CMS and the CMS family.</p>
<p>Operational</p> <p>2 Coordinate access to research data as a centralized service across CMS agreements.</p>	<p><u>CE</u> (3) – Improved access to research data for Parties could help to identify conservation needs and direct conservation programmes.</p> <p><u>Int</u> (3) - Improved access to data held across the CMS Family in one central location (e.g. web-based) reducing duplication of data collection and enhancing the sharing of information across the</p>	<p><u>LE</u> (2) 0? – New mandate required to bring together research data within one central location.</p> <p><u>Fin</u> (2) – Medium rate of cost, requiring intranet site for parties to allow shared access to data plus 20% of Information Management Officer time.</p>	<p>Low (+) <u>1</u></p>

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

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

	<p>approach to developing solutions.</p> <p>Reduced costs for example coordination of meetings could result in financial savings relating to travel, venue and ancillary costs. Saved costs could be directed to the implementation of projects. Increased internal economies of scale through reduction in duplication of activities and resources by developing mechanisms to improve coordination among existing initiatives in order to most efficiently and effectively utilize available resources.</p> <p><u>Syn (4)</u> - Synergistic programmes and plans centrally identified and linked to appropriate partners based on either shared issues, geographical, regional or species.</p> <p style="text-align: right;">High (12)</p>	<p style="text-align: right;">High (12)</p>	<p>servers, platforms, licences, developer costs, etc.).</p> <p>On the negative side not all Parties have access to the same standard of technical capacity. In addition to limited capacity, difficulties in accessing the web by a significant number of developing Party and potential members. Experience on past and current attempts to harmonize national reporting across MEAs suggest that this is likely to require a quite significant amount of effort and take long time to be realized in practice.</p> <p>Initial outlay may be expensive and therefore additional contributions may be required. Not all parties will have access to the same standard of IT and technical capacity. Increased costs to produce new guidance documents, IT abilities and resources.</p>
<p>Measuring</p> <p>6 CMS Sec to measure implementation of CMS and its Family both from a Party and conservation perspective, quality of work, identification of gaps and propose measures to close these gaps. Developing indicators for measuring action plans</p>	<p><u>CE (2)</u> - Helps to identify gaps in conservation programmes and how these gaps should be rectified.</p> <p><u>Int (3)</u> – Can assist to improve effectiveness of implementation across the CMS Family.</p> <p><u>Syn (1)</u> – Activity is internally</p>	<p><u>LE (2)</u> – New mandate required to introduce implementation monitoring and indicators.</p> <p><u>Fin (3)</u> – Cost of Implementation and Monitoring Officer.</p> <p><u>Inst (2)</u> – Activity results in new staff member, of new staff</p>	<p>Low (-) <u>-1</u></p> <p>The positive impact of this activity could be higher if only a proportion of the cost for the Implementation and Monitoring Officer’s time was attributed to the activity. In order for the activity to be considered on its own merits, the full cost for the Information Officer has been included within the impact assessment.</p>

	<p>focused therefore few direct synergies with external organizations. Opportunities however, could exist after identification of gaps and proposed measures to close gaps could be to partner with an external organization</p> <p style="text-align: right;">Medium (6)</p>	<p>member's time.</p> <p style="text-align: right;">Medium (7)</p>	<p>The activity can help make the Convention more effective and therefore attractive. It can also help to releases resources.</p>
<p>Growth</p> <p>7 Merger of existing CMS Family agreements (MoUs) with similar species.</p>	<p><u>CE (3)</u> Development of common conservation programmes. Consolidating funds and resource which may focus efforts towards improved implementation of projects.</p> <p><u>Int (4)</u> - It would avoid duplication. Release other staff for other duties within the convention OR save costs by terminating other unnecessary contracts where duplication has been identified. Releasing space and other resources for utilization by other functions</p> <p><u>Syn (2)</u> - Develop synergies that could maximize the conservation outcomes for target species and their habitats.</p> <p style="text-align: right;">High (9)</p>	<p><u>LE (4)</u> – depends whether it is the <u>merger of instruments or secretariat</u> Text rewritten & Ratification. Existing signatories might be affected if they would not like the merger for one reason or the other.</p> <p><u>Fin (3)</u> – Costs of renegotiation</p> <p><u>Inst (3)</u> - Some posts where functions are duplicated would need to be terminated or reallocated.</p> <p style="text-align: right;">High (10)</p>	<p>Low (-) <u>-1</u></p> <p>The negative impact of this activity is the required renegotiation of the any of the agreements, which could put the agreement at risk and delay the work of the agreement during the renegotiation process.</p>

<p>Growth</p> <p>8 Merge CMS Family agreements with synergies based on geography and/or ecology</p>	<p><u>CE (3)</u> Benefiting from best practices of the other agreement.</p> <p><u>Int (4)</u> Minimizes institutional overlap. Access to wider expertise. Benefitting from recognition/the good reputation one agreement has established. Save resources.</p> <p><u>Syn (3)</u> - Develop synergies that could maximize the conservation outcomes for target species and their habitats.</p> <p style="text-align: right;">High (10)</p>	<p><u>LE (4)</u> Text rewritten & Ratification. Existing signatories might be affected if they would not like the merger for one reason or the other.</p> <p><u>Fin (3)</u> – Costs of renegotiation</p> <p><u>Inst (3)</u> – Workload of existing staff increased to handle renegotiation but no additional staffing provided</p> <p style="text-align: right;">High (10)</p>	<p>Neutral <u>0</u></p> <p>The negative impact of this activity is the required renegotiation of the any of the agreements, which could put the agreement at risk and delay the work of the agreement during the renegotiation process.</p> <p>In addition there could be both political and financial implications as well as competing and conflicting priorities. There may be a risk that certain priorities are favoured at the expense of the other in setting priorities</p>
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<p>Growth</p> <p>9 Extending the scope of existing Agreements/MoUs rather than developing new Agreements/MoUs (e.g. AEWAs and West African Elephants MoU)</p>	<p><u>CE (3)</u> - Enables a focus on the common threats and responses and ensures that best practice methods are applied. Establish interstate relations to best manage all the processes that underlie the management of migratory species across their respective territorial jurisdiction As many species face many of the same impacts and threats on their populations, habitats and ecosystems more broadly, extending remits could develop synergies that could maximise the conservation outcomes for target species and their habitats.</p> <p><u>Int (4)</u> Access to existing infrastructure. Economies of scale. Shared use of resources.</p> <p><u>Syn (3)</u> - Grouping based on the species' "habitat medium" can improve targeting of similar groups and stakeholders. Potential synergies shared across species groups.</p> <p style="text-align: right;">High (10)</p>	<p><u>LE (3)</u> – Would require a 2/3 majority to alter Text.</p> <p><u>Fin (5)</u> - Increased implementation cost. High cost in arranging extraordinary meetings.</p> <p><u>Inst (3)</u> – During negotiation period, CMS staff workload increased.</p> <p style="text-align: right;">High (11)</p>	<p>Low (-) <u>-1</u></p> <p>The negative impact of this activity is the high cost due to the initial investment required to arrange any meeting to negotiate the extended remit.</p> <p>Extensions may dilute the focus and ability to target measures. May be an imbalance in the attention given to one species/conservation objective at the expense of another.</p> <p>On the positive side this would need to be considered in terms of any long term savings gained from operating only 1 agreement rather than multiple agreements.</p>
<p>Communication</p> <p>10 CMS to coordinate communication across and within Agreements/MoU. Centralize press and media announcements and the implementation of species campaigns and public event. The coordination of</p>	<p><u>CE (3)</u> – Improved sharing of best practice, awareness raising to assist in conservation and improved access to resources.</p> <p><u>Int (4)</u> - Increased internal</p>	<p><u>LE (2)</u> – New mandate to recruit new staff.</p> <p><u>Fin (4)</u> - Increased staffing requirements and therefore increased costs. 1 new staff – F/T</p>	<p>Low (+) <u>2</u></p>

<p>CMS Family websites and CMS provide centralized awareness rising on common/shared threats through publications and online resources, where this is practicable.</p>	<p>economies of scale through reduction in duplication of activities and resources by developing mechanisms to improve coordination among existing initiatives in order to most efficiently and effectively utilize available resources.</p> <p><u>Syn (3)</u> – Improved awareness raising and marketing of programmes and development of external relationships.</p> <p style="text-align: right;">High (10)</p>	<p>Communications Officer.</p> <p><u>Inst (2)</u> – Little impact on existing staff due to recruitment of new member of staff.</p> <p style="text-align: right;">Medium (8)</p>	
<p>11. CMS wide Scientific Institution</p> <p>The creation of a CMS wide scientific institution to undertake scientific research, advice and knowledge sharing for the entire CMS Family.</p>	<p><u>CE (4)</u> – Improved conservation efforts through improved information allowing for informed decision making</p> <p><u>Int (4)</u> – Improved integration through economies of scale and sharing of information</p> <p><u>Syn – (2)</u> – May lead to improved synergies but does not directly lead to increased synergies with external organizations</p> <p style="text-align: right;">High (10)</p>	<p><u>LE (3)</u> – standard alteration to text of all agreements</p> <p><u>Fin (3)</u> cost of establishing inter-sessional working group and service of a consultant</p> <p><u>Inst (3)</u> – will require percentage of existing staff time</p> <p style="text-align: right;">High (9)</p>	<p>Low (+) _____ 1</p>
<p>12. Overarching Strategic Plan for CMS Family.</p> <p>To guide the work of the CMS and the CMS Family through the development of a CMS wide strategy and vision, supported by more detailed plans for each</p>	<p><u>CE – (4)</u> – Improved opportunities for conservation activities, through joint vision and strategy.</p> <p><u>Int (4)</u> – Improved integration</p>	<p><u>LE – (2)</u> – new mandate passed by COP</p> <p><u>Fin (3)</u> - cost of establishing inter-sessional working group and</p>	<p>Medium (+) _____ 3</p>

<p>agreement. To allow for priority setting and allow for a clear focus at the species level.</p>	<p><u>through combined vision and strategy.</u></p> <p><u>Syn –(3) – Opportunities for improved synergies through improved identification of opportunities in new overarching strategic plan.</u></p> <p style="text-align: right;"><u>High (11)</u></p>	<p><u>service of a consultant</u></p> <p><u>Inst (3) – will require percentage of existing staff time</u></p> <p style="text-align: right;"><u>Medium (8)</u></p>	
<p>13. CMS core budget for species groups and the MoUs dealing with these species groups.</p> <p>In harmony with an overarching strategic plan for the CMS Family, any vision for particular species groups to be the basis for the development of core funding for particular species groups.</p>	<p><u>CE (4) – Guaranteed funding for MoUs can assist in improving conservation effort</u></p> <p><u>Int (2) – May or may not lead to improved integration</u></p> <p><u>Syn (2) – May or may not lead to improved synergies</u></p> <p style="text-align: right;"><u>Medium (8)</u></p>	<p><u>LE (2) – New mandate from COP</u></p> <p><u>Fin (2) – Cost of CMS staff time</u></p> <p><u>Inst (3) – Will require percentage of existing staff time</u></p> <p style="text-align: right;"><u>Medium (7)</u></p>	<p>Low (+) _____ 1</p>
<p>14. Alignment with international governance reform</p> <p>Through cooperation at the UN level. This includes the following actions:</p> <ul style="list-style-type: none"> • To support coherent international decision-making processes for environmental governance; • To catalyze international efforts to pursue the implementation of internationally agreed objectives; • To support regional, subregional and national environmental governance processes and institutions; <p>To promote and support the environmental basis for</p>	<p><u>CE (4) – Improved combined decision making at international level may lead to improved conservation for species and habitats.</u></p> <p><u>Int (4) – May lead to improved integration within CMS Family if alignment is implemented at the Family level</u></p> <p><u>Syn (5) – Improved synergies with international conventions.</u></p>	<p><u>LE (1) – Policy to align</u></p> <p><u>Fin (3) – Cost of staff time and future implementation of any governance reform via inter-sessional working group and consultants services.</u></p> <p><u>Inst (3) – will require percentage of existing staff</u></p> <p style="text-align: right;"><u>Medium (7)</u></p>	<p>High _____ 6</p>

sustainable development at the national level	<u>High (13)</u>		
TOTALS	131	113	18 Medium

Option 2: Decentralisation	Institutional Benefit	Institutional Detriment	Total Impact
Strategy: Greater regional presence to improve localization of activities through enhancement of services, personnel and partnership working with regional organization.			
<p>Planning</p> <p>1 Closer partnership working with partner organizations (including NGOs) in neighboring Range States to assist in the coordination of conservation activities, coordinated work programmes and information sharing and to develop programmes and plans on how to deal with common threats that cross borders with neighbouring states</p>	<p><u>CE (4)</u> - Increased implementation of programmes and action plans. More species under the Appendices covered by projects.</p> <p><u>Int (3)</u> - Economies of scale. Reducing overlaps.</p> <p><u>Syn (4)</u> - Aids in translating international obligations into national and local environmental agendas. Potential for wider understanding. Raise profile of CMS/environmental issues in the sustainability arena.</p> <p>High (11)</p>	<p><u>LE (1)</u> – May only require a policy to focus on partnership working.</p> <p><u>Fin (3)</u> – Includes contributions to programmes and to an associate programme officer.</p> <p><u>Inst (3)</u> – Impact on CMS requiring partnership development but with no additional staff provided.</p> <p>Medium (7)</p>	<p>Medium (+) <u>4</u></p> <p>On the negative side, NGOs are often not in a position to cover the costs related to activities in support of the implementation of CMS instruments. In the past CMS has (partly) subsidized, and is still currently subsidizing partnerships with NGOs in relation to e.g. coordination of MoU implementation. The main factor limiting expansion of partnership with NGOs is in fact availability of financial resources.</p> <p>Another concern may be the dilution of focus from the CMS agenda. In addition, one would need to consider whether there was suitable regional presences already in existence where critical masses could be realized?</p>
<p>Planning</p> <p>2 Closer collaboration with UNEP regional offices, where appropriate, to assist with capacity building</p>	<p><u>CE (2)</u> - Local/regional knowledge enhanced, helping to improve conservation.</p> <p><u>Int (3)</u> Economies of scale, reduction in duplication of resource.</p>	<p>Dilution of focus.</p> <p><u>LE (1)</u> – Policy to initiative closer collaboration.</p> <p><u>Fin (2)</u> – Cost of a consultant to</p>	<p>Medium (+) <u>4</u></p>

<p>and technological support by CMS and its Family</p>	<p><u>Syn (3)</u> - Raises profile of subsidiary instruments within their range states and could enhance the development of partnerships with other organizations and interested parties.</p> <p>Medium (8)</p>	<p>undertake gap analysis.</p> <p><u>Inst (1)</u> – Minor impact on CMS by providing assistance to consultant (limited duration).</p> <p>Low (4)</p>	
<p>Operational</p> <p>3 Establishment of new Agreements outside of the UNEP family (e.g.ACAP).</p>	<p><u>CE (2)</u> – May be more focused locally and therefore more connected to local conservation initiatives.</p> <p><u>Int (1)</u> – It does not automatically lead to integration within the CMS Family and may in fact lead to separation from the Centre.</p> <p><u>Syn (2)</u> – Whilst it may deliver synergies with external organizations, the mere establishment of Agreements outside of the UNEP family does not automatically mean an increase in external synergies.</p> <p>Medium (8)</p>	<p><u>LE (2)</u> – Dependent on the Parties to determine whether this is their preferred. Require mandate.</p> <p><u>Fin (0)</u> – No cost to CMS</p> <p><u>Inst (1)</u> – Little to no impact on CMS.</p> <p>Low (4)</p>	<p>Low (+) <u>2</u></p> <p>The positive impact of this activity is in reality a low medium. This score, however, does not imply that working outside of the UNEP family will make an Agreement have a low to medium impact.</p>
<p>Operational</p> <p>4 MoUs/Agreements collaborating and sharing office/personnel/resources (e.g. as per Abu Dhabi – Dugongs and Birds of Prey)</p>	<p><u>CE (3)</u> - Benefiting from best practices of the other agreement. Local/regional knowledge enhanced.</p> <p><u>Int (3)</u> - Save resources. Greater integration. Minimizes institutional overlap. Access to wider expertise.</p>	<p><u>LE (2)</u> – Mandate required.</p> <p><u>Fin (3)</u> – Cost of establishing partnership.</p> <p><u>Inst (3)</u> – CMS assist in developing partnership but no additional staff.</p>	<p>Neutral <u>0</u></p> <p>On the negative side instruments at a key stage in development may suffer from a loss of focus if involved in synergistic amalgamation with other instruments.</p>

	<p>Benefitting from recognition/the good reputation one agreement has established. Cooperating and sharing resources – share administrative resources allowing for mutual assistance and logistical support.</p> <p><u>Syn (2)</u> - Synergies based on administrative and IT issues.</p> <p>Medium (8)</p>	<p>Medium (8)</p>	<p>There might be political reluctance among some Range States if regional clusters are located elsewhere.</p> <p>There may be competing and conflicting priorities between agreements as well as political and financial implications. Competing and conflicting priorities.</p>
<p>Measuring</p> <p>5 Develop for MEA implementation to identify synergies and linkages between MEAs and avoid duplication in projects and activities. E.g. SPREP</p>	<p><u>CE (3)</u> – Access to joint working programmes and conservation activities. Can help to promote and facilitate concentrated conservation action.</p> <p><u>Int (3)</u> – Assist agreements within the same region to share resources and avoid duplication of effort. Help to avoid duplication in projects and activities.</p> <p><u>Syn (3)</u> – Links to other NGOs, MEAs and other stakeholders involved with the regional hub.</p> <p>High (9)</p>	<p><u>LE (1)</u> – Policy required</p> <p><u>Fin (3)</u> – Contribution to hub activities.</p> <p><u>Inst (1)</u> – Little impact on CMS.</p> <p>Medium (5)</p>	<p>Medium (+) 4</p>
<p>Measuring</p> <p>6 Establishment of external assessment and monitoring of effectiveness (for example by UNEP-WCMC) (This would include harmonization of data</p>	<p><u>CE (3)</u> – Access to MEA data may assist in a more harmonized approach to conservation programmes drawing on habitat and ecosystem data as well as species</p>	<p><u>LE (2)</u> – Mandate required.</p> <p><u>Fin (3)</u> – Cost of paying external source.</p> <p><u>Inst (3)</u> – CMS workload</p>	<p>Low (+) 1</p> <p>On the negative side this may not result in economies of scale. Reporting burden could potentially be</p>

<p>collection, storage, management and analysis).</p>	<p>information.</p> <p><u>Int (3)</u> - Potential for reducing duplication. Greater access to information.</p> <p><u>Syn (3)</u> - Synergies at MEA level.</p> <p>Medium (7)</p>	<p>increased with no additional staff.</p> <p>Medium (8)</p>	<p>increased. Centralizing the monitoring function could result in unreliable data collected by researchers who do not have knowledge of the specific areas.</p> <p>On the positive side the monitoring may potentially be more independent and more reliable assessment (avoid any potentially bias information from national reporting).</p>
<p>Growth</p> <p>7 Localize conservation efforts by having local outposts with assistance from UNEP, NGOs and MEAs.</p>	<p><u>CE (3)</u> - Access to wider scope of expertise, including expertise on related issues. Regionalization may allow more effective consideration of necessary capacity building activities by providing a better understanding of regional issues.</p> <p><u>Int (2)</u> - Need not result in integration within the CMS Family but may result in small scale integration between regional CMS outposts.</p>	<p><u>LE (2)</u> - Mandate required permitting increase in regional presence by establishing local outposts.</p> <p><u>Fin (2)</u> - Small contribution to fundraising activities and to technical coordinator.</p> <p><u>Inst (3)</u> - To establish outposts and assist in fundraising but with no additional staffing.</p>	<p>Low (+) <u>1</u></p> <p>On the positive side, this can help to introduce subsidiarity (decisions being taken at a level appropriate to the problem they address).</p> <p>On the negative side, there may be remoteness from CMS Secretariat in Bonn. In addition, some regions may not have the same level of available partners either in the form of other MEA outposts or NGO offices. Potential objection in some countries to the increased</p>

	<p><u>Syn (3)</u> - Raises profile of subsidiary instruments within their range states and could enhance the development of partnerships with other organizations and interested parties.</p> <p>Medium (8)</p>	<p>Medium (7)</p>	<p>role of NGOs.</p>
<p>Growth</p> <p>8 Have a presence in each of the CMS administrative regions with assistance from UNEP, NGOs and MEAs.</p>	<p><u>CE (2)</u> – Possible joint programmes based on common issues with other institutions.</p> <p><u>Int (2)</u> – Need not result in integration within the CMS Family but may result in small scale integration between regional CMS outposts.</p> <p><u>Syn (3)</u> - Potential access to States not a Party to CMS but to another MEAs (e.g. CITES) and therefore opportunity to undertake collaborative actions under CMS that would influence some Parties actions, where they are not a signatory to both conventions.</p> <p>Medium (7)</p>	<p><u>LE (2)</u> – Mandate required.</p> <p><u>Fin (2)</u> – Financial contribution to CMS contact in the Region.</p> <p><u>Inst (1)</u> – Little institutional impact.</p> <p>Medium (5)</p>	<p>Low (+) <u>2</u></p>
<p>Communication</p> <p>9 Work with local and indigenous communities</p>	<p><u>CE (4)</u> Develop local incentives for conservation and ownership. Ownership of conservation programmes by local communities who are mostly involved in the utilization of natural resources and who mostly benefit from ecosystem</p>	<p><u>LE (1)</u> – Policy decision required.</p> <p><u>Fin (2)</u> – Cost to establish relationships.</p> <p><u>Inst (1)</u> – Little impact on CMS workload other than</p>	<p>High (+) <u>5</u></p> <p>Whilst this has a high positive impact, the activity is not without negative impacts and needs to be considered in light of these. Whilst there may be</p>

<p>etc...</p>	<p><u>Int (4)</u> - Economies of scale. Reduction of overlaps. Shared meetings can facilitate dialogue among treaties and facilitate harmonization.</p> <p><u>Syn (2)</u>- Coordinated meetings may allow external organizations to attend as the cost of travel to multiple meetings would be reduced.</p> <p style="text-align: right;">Medium (8)</p>	<p>contribution to delegate travel to extraordinary meetings.</p> <p><u>Inst (3)</u> – Increased activity for a limited duration for the CMS.</p> <p style="text-align: right;">High (9)</p>	<p>This records a low negative score because of the initial cost to coordinate the meetings. This must be considered in light of the potential positive medium to long term savings from coordinated meetings, these include for example the cost of travel for staff, interpreters, and both sponsored delegates and self-funded Parties to more than one treaty.</p>
<p>Planning</p> <p>2 Coordinate with international organizations common meetings relating to shared issues (e.g. IUCN) and common research conservation programmes, species action plans and capacity building activities for on the ground conservation</p>	<p><u>CE (3)</u> - Raise awareness of the status and role of migratory species in biodiversity conservation debates (post 2010 strategies, migratory species as indicators). Potential for wider understanding (e.g. habitat impacts). Understanding of common threats.</p> <p><u>Int (3)</u> -Economies of scale. Improve joint problem identification and foster cooperative solutions.</p> <p><u>Syn (4)</u> - Synergistic relationship of knowledge sharing. Potential access to States not a Party to CMS but to another MEAs (e.g. CITES) and therefore opportunity to undertake collaborative actions under CMS that would influence some Parties actions, where they are not a</p>	<p><u>LE (2)</u> – Mandate required.</p> <p><u>Fin (5)</u> – Cost of this activity can be lower as it includes the full cost of an F/T Inter. Liaison Coordination Officer. If employed, the cost can be spread across a number of activities, resulting in a reduced financial impact for this particular activity.</p> <p><u>Inst (2)</u> – With the introduction of a new staff member little impact on current CMS staffing.</p>	<p>Low (+) <u>1</u></p> <p>On the positive side, this activity can assist to raise the profile of CMS/environmental issues in the sustainability arena.</p>

	signatory to both conventions. High (10)	High (9)	
Operational 3 Increase agreement staff.	<p><u>CE (3)</u> - Increased level of staffing can liberate current staff allowing more concentration on other activities (e.g. implementation)</p> <p><u>Int (4)</u> - New recruits to concentrate on integrating resources across the CMS Family. Increased internal economies of scale through reduction in duplication of activities and resources by developing mechanisms to improve coordination among existing initiatives in order to more efficiently and effectively utilize available resources. Improved coordination and cohesion of services.</p> <p><u>Syn (3)</u> - With addition of communication officer increased ability to develop partnerships and relationships with external organizations</p> <p>High (10)</p>	<p><u>LE (2)</u> – Mandate required.</p> <p><u>Fin (5)</u> - Very high costs to introduce the additional staff required under this activity.</p> <p><u>Inst (1)</u> - Will require minor input from existing staff in the recruitment and supervision of new recruits.</p> <p>Medium (8)</p>	<p>Low (+) <u>2</u></p> <p>The benefit of the activity outweighs the costs of the activity with medium positive impact to the CMS and the CMS family.</p> <p>The main impact of the additional staff is the impact this increase will have on the other activities listed under Option 1.</p> <p>On the negative side, this will require additional contributions from Parties.</p>
Operational 4 Development of a MoU Unit to coordinate MoU activities.	<p><u>CE (4)</u> – Can assist in identifying gaps in implementation and also may identify best practice.</p> <p><u>Int (4)</u> – Can provide better understanding of whether different</p>	<p><u>LE (2)</u> – Mandate required.</p> <p><u>Fin (5)</u> – The high cost represents the cost of 2 new F/T staff.</p> <p><u>Inst (4)</u> – Require a new</p>	<p>Low (+) <u>1</u></p> <p>The positive impact of this activity is that it can assist in identifying inactive MoUs. There are a number of</p>

	<p>instruments address similar issues. Improve utilization of available resources, avoid duplication of effort and promote consistency.</p> <p><u>Syn (4)</u> – Improved resources to develop external relationships.</p> <p style="text-align: right;">High (12)</p>	<p>specialized unit with specialized staffing.</p> <p style="text-align: right;">High (11)</p>	<p>economies of scale through shared resources.</p> <p>On the negative side, it may result in an increased reporting burden.</p>
<p>Operational</p> <p>5 Create a migratory species scientific data hub, which would facilitate the use of migratory species data as an indicator of climate change.</p>	<p><u>CE (3)</u> – Can assist in improved identification of problems and allow for the development of solutions. Increased sharing of expertise and knowhow on shared issues.</p> <p><u>Int (4)</u> - Reduces overlaps. Identifies in gaps in data. Exchange of data and encourages integration. Improves analysis and comparison of data allowing for better analysis of gaps and inconsistencies.</p> <p><u>Syn (3)</u> – Provide valuable indicator data to other MEAs, NGOs on any changes to biodiversity, climate change. Improve role of CMS at the international level.</p> <p style="text-align: right;">High (10)</p>	<p><u>LE (2)</u> – Mandate required.</p> <p><u>Fin (5)</u> – High costs include the recruitment of a F/T Hub Officer and the cost of a data capture tool based on the CSN tool.</p> <p><u>Inst (4)</u> – New specialist activity established with new specialist staff.</p> <p style="text-align: right;">High (11)</p>	<p>Low (-) <u>-1</u></p> <p>On the positive side, the high initial investment cost of developing the hub can be reduced over the long term due to the reduced costs gained across agreements due to the maintenance of multiple platforms, reduced costs of updating technology through time and volume-savings with service providers</p> <p>In addition other savings can be gained by avoiding multiple investment of time in design, maintenance, and engagement with service providers.</p>
<p>Operational</p> <p>6 Information Management and reporting systems which are fully integrated across the CMS Family</p>	<p><u>CE (3)</u> - Increased sharing of expertise and knowhow on shared issues. Liberation of staff time, allowing them to concentrate on</p>	<p><u>LE (2)</u> - Mandate required</p> <p><u>Fin (5)</u> – Very high cost due to software costs for information management system and training</p>	<p>Low (-) <u>-1</u></p> <p>The low negative is influenced by the cost of the new recruits however as the manpower time of the new recruits could be spread over a number of the activities,</p>

	synergies.		criteria for deciding if a MoU is redundant. This would require an evaluation process.
	Low (5)	Medium (7)	Other issues include what would happen to the staff allocated to those agreements identified as redundant. Would there be a cost of deploying this staff.
Growth 8 Encourage all range states to become Parties/Signatories to CMS and CMS Family.	<p><u>CE (3)</u> – Improved Global reach, therefore all migratory paths covered allowing for improved conservation programmes across the entire route.</p> <p><u>Int (2)</u> – Need not directly lead to integration but may result in improved funding opportunities, which could lead to better use of resources.</p> <p><u>Syn (2)</u> – May not necessarily lead to improved synergies but may introduce new potential external organizations.</p>	<p><u>LE (1)</u> – Policy required.</p> <p><u>Fin (3)</u> – Cost represents 25% of the new Communication Officer’s time</p> <p><u>Inst (2)</u> – A proportion of CMS staff time but not major due to the recruitment of new staff.</p>	<p>Low (+) <u>1</u></p> <p>On the positive side can assist in providing additional funding, which can assist providing additional resources. Can lead to global coverage.</p> <p>On the negative side may involve a longer negotiation period for resolutions, agreements, etc.</p>
	Medium (7)	Medium (6)	
Communication 9 The development of new multimedia platforms for example video conferencing to enhance communications across CMS Family and with external organizations.	<p><u>CE (2)</u> – Improved communication to assist in the sharing of knowledge and know-how, which can assist conservation efforts.</p> <p><u>Int (4)</u> - Improved internal communications. Reduce costs of travel to multiple meetings.</p>	<p><u>LE (0)</u> – No legal impact.</p> <p><u>Fin (2)</u> – Cost represents the contracting of a consultant to develop multimedia and to train staff.</p> <p><u>Inst (2)</u> - A proportion of CMS staff time but not major due to the</p>	<p>High (+) <u>5</u></p> <p>On the negative side not everyone will have access to multimedia systems or appropriate IT systems.</p>

	<p><u>Syn (3)</u> – Improved communication can assist external bodies to participate in meetings and sharing of knowledge.</p> <p>High (9)</p>	<p>recruitment of new staff.</p> <p>Low (4)</p>	
<p>Communication</p> <p>10 Run awareness campaigns to ensure that CMS is recognized by the public, academic institutions, inter organizations and others as the global leader in the protection of migratory species.</p>	<p><u>CE (3)</u> – Increase awareness of CMS and also conservation programmes, which could lead to new partners and resources to assist conservation efforts.</p> <p><u>Int (3)</u> – Can assist in economies of scale, shared resources.</p> <p><u>Syn (3)</u> - Improve awareness, increase potential partnerships.</p> <p>High (9)</p>	<p><u>LE (0)</u> – No legal impact.</p> <p><u>Fin (3)</u> – Cost represents 75% of the Communication Officer’s time. Also includes promotional website tools.</p> <p><u>Inst (2)</u> – Little impact on current staff as new staff employed.</p> <p>Medium (5)</p>	<p>Medium (+) <u>4</u></p> <p>On the positive side through increased awareness this could increase potential funding sources.</p> <p>On the negative side is the initial cost of developing publicity/marketing materials.</p> <p>The cost of the new recruits has a high financial impact on this activity however as the manpower time of the new recruits is spread over a number of the activities under this activity, the direct cost to this activity can be reduced.</p>
<p>11. Prioritize species clustering</p> <p>Rearrange current activities according to species clusters. For example, bird activities or marine projects could gather under one umbrella. Under this umbrella, several services (scientific advice), programmes (fundraising, PR, website), partnerships and cooperation with other organizations, management could be dealt with together. Meetings can be merged. Common threats identified and addressed collectively.</p>	<p><u>CE (3)</u> – Can lead to improved conservation efforts but will need to be supported by sufficient funds and implementation programme</p> <p><u>Int (4)</u> – Can lead to improved integration amongst Family agreements dealing with specific species through sharing of knowledge and best practice.</p> <p><u>Syn (4)</u> – Can lead to improved synergies with external</p>	<p><u>LE (2)</u> – New mandate from COP</p> <p><u>Fin (4)</u></p> <p><u>Inst (3)</u> – will require time from existing staff</p>	<p>Low (+) <u>2</u></p>

	<u>organizations working within the same remit.</u> High (11)	High (9)	
12. Resource Assessment (measuring value for spend). An assessment of all CMS instruments based on an evaluation of the successful conservation action they have undertaken compared to the resource effort provided to administrative functions. Lessons learned from such an exercise could be shared across CMS and priority given to their implementation.	<u>CE (3) – May lead to improved conservation through prioritization of activities</u> <u>Int ((3) – May lead to improved integration within CMS Family through sharing of best practice.</u> <u>Syn (2) – May lead to improved synergies with external organization through identification of best practice opportunities.</u> Medium (8)	<u>LE (2) – COP decision</u> <u>Fin (3) – Cost of inter-sessional working group and consultant services</u> <u>Inst (3) – Will require input from existing staff</u> Medium (8)	Neutral _____ 0
TOTAL	109	98	11 Medium

Option 4: Low Cost	Institutional Benefit	Institutional Detriment	Total Impact
Strategy: Greater cooperation at local level between existing agreements through working together on common/shared issues this could include habits and ecosystems and climate change adaptation and/or mitigation. (Includes: Working on multi species projects (species group) at the project and agreement level to improve on the ground conservation status. Mapping of location of field activities of other MEAs, NGOs, and other partners. Map out where there are common missions in the field (include UNEP in this exercise). Link to UNEP current work on strategic location of offices.)			
Planning	<u>CE (2) – Could potential lead to improved implementation and</u>	<u>LE (2) – Requires a new mandate.</u>	Low (+) _____ 1

<p>1 Create criteria against which to assess proposed new potential agreements. The criteria are to include scientific need, existing and potential synergies (internally and externally) funding criteria, existence of a volunteer coordinator and the added value of CMS involvement. An example of added value includes the consideration of whether the new agreement will encourage participation and extend Parties, including considering whether the proposed agreement is better served by another MEA or other initiatives. (Includes - Improve identification of priority objectives and prioritize current activities.)</p>	<p>conservation in the long term.</p> <p><u>Int (3)</u> – Can assist in delivering a coordinated approach to agreement development. Can help to reduce the drain on CMS Secretariat. May assist in focusing resources where most needed and subsequently reduce wastage. Can help to identify gaps.</p> <p><u>Syn (3)</u> – May help to obtain Global coverage, which may lead to greater access to other external partners. In turn this may lead to improved joint work programmes with other MEAs and NGOs.</p> <p style="text-align: right;">Medium (8)</p>	<p><u>Fin (2)</u> – Costs to cover employment of a consultant to develop the criteria, plus translation of criteria.</p> <p><u>Inst (3)</u> – Impact on current staffing workload in assisting consultant, with no additional staff.</p> <p style="text-align: right;">Medium (7)</p>	<p>The positive elements of this activity could be that the more efficient development process may make new agreements more attractive to some States. This could increase the influence of CMS amongst MEAs. It could potentially increase funding over the long term.</p> <p>On the negative side, there could be potential for disagreement. Depending on the criteria for setting priorities as well as who determines such criteria and priorities, some unattractive activities might be unnecessarily prejudiced. Not all urgent activities might get priority and this might have an impact on how the Convention is perceived.</p> <p>May or may not lead to more joint work programmes with other MEA and NGOs.</p>
<p>Operational</p> <p>2 Parties/Signatories to translate guidance documents into local languages to assist implementation.</p>	<p><u>CE (3)</u> - Assist in increasing implementation. Raises awareness. Increase ownership. Capacity building.</p> <p><u>Int (3)</u> - Improves integration at local level</p> <p><u>Syn (3)</u> - Encourage new Parties and/or Signatories.</p>	<p><u>LE (1)</u> – Policy required.</p> <p><u>Fin (2)</u> – No immediate direct impact on the budget of the CMS, however many Parties and/or Signatories may not have the relevant funds to undertake the translation. Low score reflects only the lack of financial impact on the CMS.</p> <p><u>Inst (1)</u> – Little to no impact on the CMS staffing as translation to be undertaken by Parties and/or Signatories.</p>	<p>High (+) <u>5</u></p> <p>Whilst this activity has a high positive impact, there are still other potential negatives to be considered. On the negative side if all Parties are required to translate documents, many of the developing countries would require financial support. If no financial support for developing countries there may be a disparity between Parties and Signatories.</p>

	High (9)	Low (4)	
<p>Operational</p> <p>3 Assess sources for improving current staffing compliment (e.g. UNEP, CMS Family's own staff, Parties, secondments, interns and consultants) including international staff exchange and traineeship.</p>	<p><u>CE (2)</u> – May have no direct impact on conservation but could liberate current staff time within the CMS Family to concentrate on conservation programmes.</p> <p><u>Int (3)</u> – May not lead to any direct improvements in integration but in the long term could develop economies of scale shared skills and knowledge across the CMS Family.</p> <p><u>Syn (3)</u> – If drawn from external organizations can offer opportunity to develop share knowledge and capacity building. Increased sharing of expertise and knowhow on shared issues.</p> <p>Medium (8)</p>	<p><u>LE (1)</u> - Would only require a policy to supplement current staffing levels from external sources such as secondees, interns and/or consultants.</p> <p><u>Fin (2)</u> – No significant financial cost to CMS, except the cost of potential consultants.</p> <p><u>Inst (3)</u> – CMS time spent on training and induction of interns and secondees.</p> <p>Medium (6)</p>	<p>Low (+) <u>2</u></p> <p>On the positive side, this could provide a potential source of new staffing at no additional cost. It could also provide a potential source of additional expertise not currently available.</p> <p>On the negative side increased access to interns, secondees and consultants does not provide a permanent solution to staffing compliment.</p>
<p>Measuring</p> <p>4 Develop a policy where implementation monitoring must be a part of any future MoUs. (Includes: Development and/or utilization of indicators to monitor effectiveness of agreements; Implementation and effectiveness of MoUs to be reviewed at COP level; After set period of time CMS Secretariat to report on MoU implementation)</p>	<p><u>CE (3)</u> - Implementation is assessed at highest decision making level (COP). Monitoring of implementation could elevate the importance of implementation across Parties resulting in improved action.</p> <p><u>Int (3)</u> - Could assist in releasing resources for improved integration. Monitoring could lead to the identification of best practice, which could be shared across the</p>	<p><u>LE (1)</u> – Policy required.</p> <p><u>Fin (2)</u> – Initial cost of consultant to develop policy.</p> <p><u>Inst (3)</u> – CMS required to assist consultant and report to COP with no additional staffing.</p>	<p>Neutral <u>0</u></p> <p>On the positive side, this activity could assist in identifying inactive MoUs. It also allows for the assessment of agreements at the correct decision making level (COP). In addition, it may make the Convention more effective and therefore attractive to other States currently not Parties to the Convention.</p> <p>On the negative side, the causality of impact may be</p>

	<p>CMS Family.</p> <p><u>Syn (0)</u> – An internal mechanism for increased effectiveness and therefore may not lead to any direct connections with external organizations</p> <p>Medium (6)</p>	<p>Medium (6)</p>	<p>difficult to measure.</p>
<p>Growth</p> <p>5 Encourage more NGOs to become Signatories to MoUs and encourage more Range States to become Parties/Signatories to CMS and CMS Family.</p>	<p><u>CE (3)</u> – Increased NGO involvement in MoUs may provide a potential access to data held by NGOs, allowing for more informed decision making relating to conservation programmes. Increase access to new partners for on the ground conservation activities.</p> <p><u>Int (2)</u> – May provide additional supply of resources for agreements. Allowing for better use of internal resources.</p> <p><u>Syn (4)</u> - Increased capacity through additional resources with external organizations. Raises profile of subsidiary instruments within their range states and could enhance the development of partnerships with other organizations and interested parties. Access to States not a Party to CMS but to another MEA (e.g. CITES) and therefore opportunity to undertake collaborative actions</p>	<p><u>LE (1)</u> – Policy to actively encourage NGOs to be more involved in agreements.</p> <p><u>Fin (2)</u> – Cost of publicity campaign.</p> <p><u>Inst (3)</u> – CMS staff required to assist in publicity awareness campaign but no additional staff resource.</p>	<p>Medium (+) _____ 3</p> <p>On the negative side, it may be necessary to make sure that NGOs are adhering to the fundamental principle of CMS. In addition, there may be a potential objection in some countries to the increased role of NGOs. There may be an imbalance in Party States as there may be a lack of sufficient expertise in the different States.</p> <p>Other considerations may include the need to Overcome some suspicions about the role of partnerships and concerns about loss of CMS remit. In addition, consideration may be needed in relation to the costs in developing appropriate guidelines for operations with external partners.</p>

	<p>under CMS that would influence some Parties actions, where they are not a signatory to both conventions.</p> <p style="text-align: right;">High (9)</p>	Medium (6)	
<p>Growth</p> <p>6 Agreements and MoUs focused only on migratory species.</p>	<p><u>CE (2)</u> More focus on conservation needs of migratory species and reduce resources spent on coverage of trans-boundary species.</p> <p><u>Int (2)</u> – May lead to limited integration through improved focus.</p> <p><u>Syn (2)</u> – May provide opportunities to make external links with specifically focused partners.</p> <p style="text-align: right;">Medium (6)</p>	<p><u>LE (3)</u> or <u>5</u> – Would require a standard alteration to the Convention requiring a 2/3 majority. This would apply to future Agreements and MoUs and not existing agreements.</p> <p><u>Fin (0)</u> – Could be undertaken at a scheduled COP and therefore no additional cost.</p> <p><u>Inst (3)</u> – Would need to prepare relevant documents for the COP (limited duration).</p> <p style="text-align: right;">Medium (6)</p>	<p>Low (+) <u>0</u></p>
<p>Communication</p> <p>7 Support current scientific data hub currently under development (IPBES) and continue to support the development of existing implementation hubs (Tematea, UNEP-WCMC, IOSEA and AEWa).</p>	<p><u>CE (2)</u> - Improved implementation. Better conservation of species. Increased effectiveness of agreements. Greater specialization.</p> <p><u>Int (3)</u> - Sharing knowledge. Improving the quality of data and information. Economies of scale.</p> <p><u>Syn (3)</u> - Synergies at international level. Greater awareness raising within governments of best practice</p>	<p><u>LE (1)</u> – New mandate required.</p> <p><u>Fin (3)</u> – Cost of utilizing existing systems.</p> <p><u>Inst (3)</u> – CMS required to liaise with existing data hubs with no additional staffing.</p>	<p>Low (+) <u>1</u></p> <p>On the negative side, this may result in distance and detachment from on the ground activities. It may already be possible to undertake these activities in-house.</p> <p>This may result in duplication of effort and dilution in the quality of data. There may be a question over the willingness of scientific bodies to collaborate and share</p>

	and of challenges. Medium (8)	Medium (7)	knowledge. It may also be too ambitious if all monitoring of implementation is required across all MEAs. Intellectual property rights could be an issue.
8 Communication Produce CMS website in 3 languages.	<u>CE (2)</u> – Can assist in capacity building, assisting in developing local knowledge and therefore potential improvements on the ground. <u>Int (3)</u> Greater sharing of knowledge. Reduces exclusion and increases integration. Increase ownership <u>Syn (2)</u> Encourage new Parties/Signatories. Medium (7)	<u>LE (2)</u> – May require a new mandate. <u>Fin (2)</u> – Cost of translating website pages but not documents. <u>Inst (3)</u> – CMS would be responsible for directing the translation with no additional resources. Medium (7)	Neutral _____ 0
9. Review of CMS membership at Scientific Council based on species groupings. To undertake a review of membership and whether any gaps in knowledge and/or expertise exist. Whether Scientific Council should be reorganized by region and/or specializations (e.g. species groupings) rather than Party membership. Appointments to be made by the COP. Members subsequently to appoint representatives to fill any gaps identified by the COP.	<u>CE (3)</u> – May lead to improved conservation efforts due to species specialism <u>Int (3)</u> – May lead to improved integration through improved identification of Family expertise needs. <u>Syn (3)</u> – May lead to improved synergies where expertise may be provided by external organizations. High (9)	<u>LE (2)</u> – Mandate from COP <u>Fin (2)</u> – Cost of consultancy services. <u>Inst (2)</u> – Little impact on current staff time Medium (6)	Medium (+) _____ 3
TOTAL	<u>70</u>	<u>55</u>	15 Medium

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

Table 8: Working Group Activities Table

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

	<p>terminating other unnecessary contracts where duplication has been identified</p> <p>3. releasing space and other resources for utilization by other functions</p> <p>South Africa</p>	<p>2. existing signatories might be affected if they would not like the merger for one reason or the other South Africa</p> <p>CMS Sec There is always a risk of losing some of the provisions when the negotiations of an agreement are re-opened.</p>	
<p>Extending the scope of existing Agreements rather than the development of new Agreements (e.g. flyways)</p>	<p>Access to existing infrastructure.</p> <p>Economies of scale.</p>	<p>Whether the extensions will dilute to focus and ability to target measures. UK</p> <p>Cuba</p> <p>Dilution of focus</p> <p>Increased implementation cost</p> <p>1. the staff would need to be reviewed to ensure that necessary skills for the expected functions are available</p> <p>2. like in the merger, existing membership might be affected</p> <p>3. balance in giving the attention might be a challenge where one species/conservation objective might be more popular at the expense of the other.</p> <p>South Africa</p> <p>CMS Sec</p> <p>There might be a the risk that in case of extending the geographical scope of the agreement the new area might get less attention than it deserves. In case of extending the species scope, the attention of the species that have been covered before might decrease and also in case funds are not increasing substantially.</p>	<p>benefit</p>
<p>Working on multi species projects</p> <p>Species group – project and agreement level</p>	<p>Synergies.</p> <p>Integration.</p> <p>Economies of scale</p> <p>Reducing overlap.</p>	<p>Dilution UK</p> <p>Dilution of focus Cuba</p> <p>setting priorities might affect the conservation of certain species which</p>	

	More species under the Appendixes covered by projects Cuba	might not be prioritized South Africa	
Merging of existing agreement secretariats with similar remit (e.g. species) (Soft) Species group – admin level	<p>Simpler process (no rewrite/ratification) Improve utilization of available resources, avoid duplication of effort and promote consistency Cuba</p> <ol style="list-style-type: none"> 1. saving resources/economies of scale 2. sharing experience and information 3. improve relationships and prevent working in silos and thereby improving delivery S. <p>CMS Sec Improve synergies in the implementation of the instruments concerned An added value could also be that instead of two small secretariats, there could be a bigger secretariat that would allow to differentiate personnel tasks.</p>	<p>Transition still requires the “soft” approval of each Agreement’s Parties UK Egos? (who's better than who) (who has more recognition than who; who has more members than who; who is older than who in terms of coming to force; etc? Competitive spirit instead of complementing each other? S.Af</p> <p>It might be problematic to prioritize projects on objective criteria, may face difficulties in reconciling global versus local. Kenya</p> <p>CMS Sec Economies of scale</p>	
Greater cooperation between existing agreements (working together on common/shared issues) Internal synergies at Conservation level	<p>Synergies Common conservation programmes Reduce overlap strengthened relationships sharing of resources sharing of expertise/knowledge quality peer reviewed products S.Af</p>	<p>Egos? (who's better than who) (who has more recognition than whom; who has more members than whom; who is older than who in terms of coming to force; etc? Competitive spirit instead of complementing each other? S.Af</p>	
ACTIVITIES	ADVANTAGES MAJOR	QUESTIONABLE	COSTS
Implementation of existing agreements (9.13 3.2)			
Coordination unit for monitoring of the effectiveness and successful strategies of MoUs. Centralization of implementation	<p>Will provide better understanding of whether different instruments address similar issues. Identify gaps in implementation</p>	<p>Economies of scale – staff level Reporting burden (increased)</p>	

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

<p>Centralized info tools</p>	<p>Reduces the amount of time spent reporting under several systems Cuba</p>	<p>standard of technical capacity Cuba Capacity and expertise to manage and run the web-based tool? S.Af In addition to limited capacity, difficulties in accessing the web by a significant number of developing Party and potential members. Perhaps we can borrow from lessons learned on this by CITES Kenya</p> <p>CMS Sec The whole idea of online reporting is to decrease the reporting burden for Parties. In addition to the online reporting system we also are working on an analytical tool that would analyze the data and would decrease the time CMS and Agreement Staff are spending on analyzing and synthesizing the data from National Reports.</p>	
<p>Implementation and effectiveness reviewed at COP level</p> <p>Centralization</p>	<p>Implementation assessed at highest decision making level. Elevates the importance of implementation. Allows for the assessment of agreements at the correct decision making level.</p>	<p>Causality of impact (difficult to measure)</p>	
<p>Party/Signatory sponsors (State/Signatory taking responsibility for action, can include financial support)</p> <p>Internal institutional reform</p>	<p>Assists implementation with champion driving process. Greater profile of the agreement at the local level. May assist with raising funds.</p>	<p>Reliability UK Some states might not have adequate/enough resources Might prevent certain state, especially from developing countries from ratifying. May disadvantage the Convention when states have to set priorities especially during economic meltdown situations S.Af This may not get the priority it deserves in developing countries with many</p>	

		competing needs. Kenya	
Identify priority objectives and prioritize current activities Internal institutional reform CMS Sec Having this activity here should not be read to imply that this is currently not being done	Focuses resources where most needed Reduces waste Identify gaps	Potential for disagreement. Less challenging UK depending on the criteria for setting priorities as well as who determines such criteria and priorities, some unattractive activities might be unnecessarily prejudiced as mentioned above S.Af CMS Sec Not all urgent activities might get priority and this might have an impact on how the Convention is perceived.	
Potential outsourcing of monitoring to International organization already undertaking such activities (e.g. WCMC) External Decentralisation	Synergies at MEA level. Greater access to information. Potential for reducing duplication. CMS Sec Independent assessment	Cost UK Centralizing the monitoring function would result in unreliable data collected by researchers who do not have knowledge of areas?? S.Af CMS Sec Outsourcing entails costs.	
Establish intergovernmental body to monitor implementation across MEAs (as per IPBES) External centralisation	Synergies at international level. Greater awareness raising within governments of best practice and of challenges 1. improved implementation 2. better conservation of species 3. increased effectiveness of agreements S.AF	Distance and detachment from realities. May already be possible to do this in-house UK Too ambitious if left at monitoring implementation across MEAs?? S.Af Duplication of efforts. Cuba Difficulties of establishing a fully functional such a body? Kenya	Across MEAs? Does the Convention want to facilitate a process of monitoring implementation for ALL the multilateral agreements? I think the best and most beneficial intergovernmental body would be the format of the IPCC to provide Scientific advice to the Convention but even then the Scientific Council is there and might just be modified to fulfill this function in order to improve implementation of the Convention BUT not all the MEAs. S.Af
Identify training needs and Develop capacity building/training programmes to enhance	Improve long term effectiveness Increase ownership and adhesion to CMS		Added by France

implementation			
Internal institutional reform			
CMS website in 3 languages Internal institutional reform	Greater sharing of knowledge. Capacity building. Reduces exclusion and increases integration	Are these the most needed/read? UK Translation cost implications? Kenya	
Can we consider additional languages as used in other MEAs? Kenya	Increase ownership Encourage new Parties/Signatories	CMS Sec There are quite some costs involved.	
Translation into local languages by Parties/Signatories of guidance documents to assist implementation Internal institutional reform	Assist in increasing implementation. Capacity building. Improves integration at local level. Raises awareness. Increase ownership Encourage new Parties/Signatories	Charge countries to have documents and websites translated? UK Would require financial support especially for developing countries S.Af Translation cost implications? Kenya	
Develop capacity building for an effective and enhanced implementation Internal institutional reform			ADDED BY CUBA
Development of New Agreements (9.13 3.2)			
Ensure agreements benefit from best practice and contain relevant elements to meet Convention guidelines for Agreements on reaching favorable conservation status by....? S Af Legal reform	Assist COP on the reporting of conservation status. If seen to be effective may lead to greater buy in from other States.		
CMS Sec Having this activity here should not be read to imply that this is currently not being done.	CMS Sec Please note the conservation status might not reflect the implementation of the Agreement. Parties could fully implement the agreement but the conservation status might not improve.		
Global Gap Analysis [3] Which issues to address, <u>which issues have not been addressed</u>, what issues not being addressed, what issues are being addressed	Identifying the future coverage of CMS. Prioritization Avoid overlaps Increase synergies Targeted use of resources.	SWOT Implications	

Added value to be part of the process Legal reform			
Policy that must be a part of future Agreements and MoUs Legal reform	Greater understanding of duty and obligations when negotiating a MoU. Improved implementation and hence improved conservation More commitment S.Af	Already happening but not in a coordinated way? UK compliance measures to ensure policy implementation?? S.Af Difficulty in developing monitoring attributes and criteria? Kenya	
Suspension of redundant agreements Legal reform New policy mandate	Liberates resources. Prioritization. Lessons learnt for future agreements. Release of resources to other priority areas S.Af	Criteria for deciding if redundant. UK Requires evaluation process Cuba Staff allocated to such agreements?? S.Af Cost of shedding off staff deployed for such. Kenya	
Merge agreements with synergies (geographical/ecological) Extending the scope Legal reform Centralization at regional level CMS Sec If referred to development of new agreement, this activity should in fact correspond to the extension of the scope of existing agreements rather than development of new agreements.	Save resources. Greater integration. Minimizes institutional overlap. Access to wider expertise. Benefiting from best practices of the other agreement Benefitting from recognition/the good reputation one agreement has established S. Af	Political and financial implications Competing and conflicting priorities Favouring one at the expense of the other in setting priorities Egos S. Af	
Create a policy framework to test proposed new potential agreements: science, synergies, the added value of CMS involvement, funding & coordinator (by a range state) (Example of Added Value - Consideration of whether new agreement will encourage participation and extend Parties)	Coordinated approach to agreement development. Reduce drain on CMS Secretariat. More efficient development process may make new agreements more attractive to some States. Increase the influence of CMS amongst MEAs. Access to new partners	More joint work programmes with other MEA and NGOs? UK	

Including considering whether agreement is better served by another MEA and other initiatives Legal reform with new policy mandate	Potentially increased funding long term Global coverage		
On-line system to measure implementation (AEWA) Internal institutional reform CMS Sec Online reporting system is being developed for CMS and AEWA. It already exists for IOSEA. A	Assist harmonization On-line analysis of data therefore reducing manual assessment and therefore time spent on analysis.	Utility. Will it make a difference or be read? Outcome rather than output focus. UK 1. capacity and expertise to operate the online system? 2. availability of data to feed into the system? 3. authenticity of data? S.Af Web access difficulties as above. Kenya	
After set period of time CMS Secretariat to flag MoUs which are not working and putting additional strain on CMS resources. Internal institutional reform - policy	Releases resources Makes Convention more effective and therefore attractive.	CMS Sec While it can have a role in conveying this information, the CMS Secretariat is not best placed to make this type of assessment. It would be preferable if such type of assessment be entrusted to an independent evaluator.	
Establishment of new Agreements outside of the UNEP family (i.e. ACAP) Institutional reform with policy mandate	No 13% overheads	Separation from the centre	ADDED BY UK
Introduce a system, at the MoU/agreement negotiation level to secure appropriate funding to cover effective development (see 3.6) Legal reform and policy			ADDED BY FRANCE
ACTIVITIES	ADVANTAGES MAJOR	QUESTIONABLE	COSTS
Strengthening the position in the regions in cooperation with MEAs			

(9.13 3.3)			
<p>Enhance Collaboration, partnerships of CMS with other MEAs and other international orgs [see 3.5] To include sharing of data, technology, scientific expertise and knowledge resources, including shared scientific panels, working groups, mailing lists of experts. Sharing operations and meetings. External synergies at core services level</p>	<p>Synergies. Economies of scale. Understanding of common threats Potential for wider understanding (e.g. habitat impacts). Raise profile of CMS/environmental issues in the sustainability arena. Raise awareness of the status and role of migratory species in biodiversity conservation debates (post 2010 strategies, migratory species as indicators, etc.) France</p>	<p>Are their suitable regional presences already in existence where critical masses could be realized? UK</p> <p>Inaccurate data may result in wrong decision across a wider scope. Kenya</p> <p>CMS Sec This activity entails short term and long term implications. Time and energy and even resources should be invested in establishing such collaborations which might or not lead to synergies in the long run as MEAs look at cross-cutting issues from different angles.</p>	
<p>Mapping of location of field activities of other MEAs, NGOs, other partners External synergies at conservation</p>	<p>Identification of potential co-location. Potential synergies. Identification of shared resources. Economies of scale France</p>	<p>Difficult to assess whether activities are positive or not. UK</p> <p>CMS Sec This is a mayor task that would eat into our resources.</p>	
<p>Map out where there are common missions in the field (include UNEP) External synergies for co-location at conservation level</p>	<p>Improved synergies for on the ground conservation. Shared resources Economies of scale France</p>	<p>Limit to UN/UNEP offices. UK</p> <p>CMS Sec This might be a mayor task that eats into our resources.</p>	
<p>Link to UNEP current work on strategic location of offices To 3.6 External synergies at conservation and admin level</p>	<p>Identify potential partners for co-location and collaboration.</p>	<p>Dilution UK</p>	
<p>Focal point in UNEP biodiversity MEAs To 3.6 External synergies for integration</p>	<p>Where to create synergies. Identify gaps. Connecting locally. Integration at an external level.</p>	<p>CMS Sec This point could be deleted because UNEP has established a biodiversity MEA focal point in their regional offices</p>	

CMS Sec As we talk about activities we should include a verb. Liaise with?		and there is also a focal point in DELC....whatever option we choose this would not make any difference in the current settings.	
ACTIVITIES	ADVANTAGES MAJOR	QUESTIONABLE	COSTS
Ensuring a sound science base (9.13 3.4)			
Targets to be set for existing collaboration groups between MEAs (e.g. BLG and Chairs of the Scientific Advisory bodies) Cooperation	Measured outcomes. Manage expectations. Performance measured.	Difficulty in setting common agreed targets among groups? Kenya CMS Sec This might lead to extra costs. For instance the participation of the CMS Scientific Council Chair in such meetings was covered by CMS.	
Development of scientific groups across agreements (consider development of IPBES) France Integration	Sharing knowledge. Greater specialization. Avoiding overlaps. Improving the quality of data and information. Economies of scale France	Cost. Dilution. Separation from realities. UK Willingness of scientific bodies to collaborate, share knowledge? France Intellectual property rights could be an issue. Kenya CMS Sec An option that should be considered although if the establishment of these groups of experts was in addition to the regular advisory bodies it would entail extra costs.	
Synergies at MEA level based on common themes e.g. climate change adaptation, ecosystem approach. Integration	Save resources. CMS Sec Questionable that this would allow saving resources as different MEAs see these cross-cutting issues from different	Need to discuss and agree with BLG. UK	

	<p>angles, and analysis needs to be specific to MEAs' specific needs, even if undertaken in coordination</p> <p>Wider understanding of issues and possible solutions.</p> <p>Holistic understanding.</p>		
<p>Harmonized data collection, storage, management and analysis.</p> <p>Centralization at core services level</p> <p>Can be done externally, e.g. UNEP-WCMC) France – external decentralization</p> <p>CMS Sec</p> <p>Need to be clarified at which level. Among MEAs? If so, similarly to the issue of harmonization of national reports under MEAs, it looks good and reasonable on paper, but it's extremely difficult to realize in practice, as we all know.</p>	<p>Assist in comparing progress, quality of work, identification of gaps and assist in an integrated approach to developing solutions.</p> <p>Reducing reporting burden.</p>	<p>Experience on past and current attempts to harmonize national reporting across MEAs suggest that this is likely to require a quite significant amount of effort and take long time to be realized in practice CMS Sec</p>	
<p>Establish link/develop partnerships with Develop centers of expertise (based within academic institutions) by group of species and/or region of particular interest/priority France</p> <p>External cooperation</p>	<p>Access to wider scope of expertise (potentially world leaders)</p> <p>Sharing of know-how and capacity building.</p> <p>Raise awareness on CMS/migratory species France</p>	<p>CMS Sec</p> <p>CMS does not have, or will not have in the foreseeable future the means and the capacity to develop centers of expertise. The best we can do is to develop partnerships with existing institutions, trying to direct their research on issues of relevance to the implementation of CMS and its agreements.</p>	
<p>Identify existing data sources to reduce potential overlaps</p> <p>Centralized core services</p>	<p>Cost efficiencies.</p> <p>Reduction in duplication of effort.</p> <p>Liberate resources (time).</p>	<p>Reliability. UK</p> <p>Issues of IP (Intellectual property rights?)</p> <p>Relevance of data?</p> <p>Authenticity of information?</p> <p>Quality?</p>	

		who set the research agenda- did it cover the needs of the Convention or is it just part thereof? S.Af	
<p>Create a data hub or develop existing data hub (Tematea, UNEP-WCMC, etc.) or under development (IPBES) France</p> <p>Centralized core services or external decentralization</p> <p>CMS Sec To some extent the Information Management System (IMS) and GROMS have the objective to store data. They are however not maintained because of lack of resources.</p>	<p>Reduces overlaps. Identifies in gaps in data. Exchange of data and encourages synergies.</p>	<p>Location? Maintenance UK</p> <p>CMS Sec Require significant amount of resources to be maintained</p>	
<p>Access to scientific information (access to journals)</p> <p>Improve what you have</p>	<p>Up to date knowledge. Assist with conservation needs and implementation of conservation objectives.</p>	<p>Online service? UK</p>	
<p>CMS to coordinate scientific groups and liaise with scientific bodies in MEA</p> <p>External centralization</p>			ADDED BY AUSTRALIA
<p>CMS to coordinate research programmes based on identification of common issues/threats shared across the CMS family to reduce duplication and overlaps and improve economies of scale. This could include shared research on the impacts of climate change, on developing indicators for measuring action plans and for developing guidance and information to be shared amongst the CMS family.</p> <p>Centralization</p>			ADDED BY AUSTRALIA

ACTIVITIES	ADVANTAGES MAJOR	QUESTIONABLE Advantages	COSTS
Ensuring a sound science base (9.13 3.4)			
Outsource scientific research where expertise is not available within CMS. External decentralization	Access to necessary expertise. Reduce workload of scientific council. Provide independent scientific advice.	Cost. UK 1. Transfer of skills? 2. Internal Capacity building? S.Af CMS Sec This is already being done, and is actually unavoidable. Most of the scientific and technical reports produced within the Convention are actually outsources (e.g. sharks – IUCN Sharks Specialist Group; climate change – BTO and ZSL; indicators – ZSL and BLI; ...). Again, the problem is that this has a cost, and can be done insofar as we manage to raise the necessary resources.	
Recruit onto scientific council specialists to cover knowledge gaps. Improve what you have	Access to a wider source of expertise – targeted to specific issues. Expand the capacity of the CMS Help to meet conservation needs.	Cost. Use of IUCN or IPBES expertise UK Irrelevant if development of IPBES France Recruitment and outsourcing expertise as above seems to be seems to be contradictory. Kenya CMS Sec Need to be clarified. Are these meant to be the Conference-appointed councilors? If yes, their number is currently limited to 8 by the Rules of procedure of the ScC. This rule would have to be amended if more Conference-appointed councilors are foreseen.	

<p>Convene interim meetings of smaller sections of the Scientific Council on an annual basis to consider particular conservation threats or species. Improve what you have</p>	<p>Greater focus. Continued assessment of issues. More targeted use of resources.</p>	<p>Cost? UK CMS Sec Need to be clarified. If these meetings were convened in addition to the regular full meetings of the Council, further resources would be needed.</p>	
<p>Sharing of meetings of COPs and MOPs France Improve what you have</p>	<p>Reduce costs</p>		<p>Added by France</p>
<p>Creating specialist councilors responsible for regions. Improve what you have</p> <p>CMS Sec Regional councilors exist already for African fauna, Asiatic fauna and Neotropical (Latin America) fauna. This could be expanded to cover existing gaps (Europe, Oceania). However, the regional component of the work of the council has proven difficult over the years to identify issues better addressed with a regional approach rather than a taxonomic or thematic approach. The regional component of the work of the council would deserve to be re-assessed, maybe in conjunction with the one of the convention as a whole, before considering any expansion of it.</p>	<p>Regional advocates raising profile. Increased local knowledge and appreciation of local issues. Improves integration.</p>	<p>Cost. HQ or regional presence. UK Success depends on passion and commitment S.Af</p>	
<p>Improve IT capacity and information management. Consider cross-cutting/centralized activity across CMS Family agreements (see 3.6) and/or externalized e.g. : UNEP/WCMC</p>	<p>Provides level playing field for all Parties/Signatories. Sharing data. Integration.</p>	<p>Cost. Use of off-the- shelf software rather than development of dedicated packages. UK Due to asymmetrical IT infrastructure a level playing ground may be difficult to</p>	

France Improve what you have CMS Sec This should not be exclusively linked to science.		achieve. Kenya	
Knowledge exchange transfer networks Improve what you have	Increase capacity building. Reduce pressure on resources. Improve conservation activities. Increase awareness and commitment to CMS France	Utility UK CMS Sec Capacity building, although very important, did not get the priority it should have had in terms of resources. No significant resources are available to do it.	
Coordinate access to research data (consider as a centralized service across CMS agreements) France Centralization of core services CMS Sec Need to be clarified. Who should coordinate access? Access by whom? To which data?	Identify gaps. Reducing overlaps. Assist implementation.	Role of Scientific Council? UK	
ACTIVITIES	ADVANTAGES MAJOR	QUESTIONABLE	COSTS
Strengthen cooperation with other international organizations and other interested parties (9.13 3.5)			
Sponsor for CMS UK changed to Additional sponsors for CMS Improve what you have CMS Sec Needs to be specified. As it is might just mean "Increase fundraising".	Increase funds Increase awareness Marketing/public profile	Bias/influence? UK 1. Development of a financing mechanism 2. Innovation in fundraising required. S.Af CMS Sec Priorities and activities driven by sponsor interests	By who? S.AF

<p>Notably, what type of sponsor? Private sector?</p>		(see comment I2 below)	
<p>Establish link/develop partnerships with Centre of expertise within academic institutions and scientific institutions (e.g. IUCN specialist groups, TRAFFIC international, etc.) France Civil partnerships – external cooperation</p> <p>CMS Sec As CMS does not have, or will not have in the foreseeable future the means and the capacity to be the driver in setting up and developing centers of expertise, the best we can do is to develop partnerships with existing institutions, trying to direct their research on issues of relevance to the implementation of CMS and its agreements.</p>	<p>Access to wider scope of expertise (potentially world leaders) Sharing of know-how and capacity building.</p>	<p>Maintenance. UK</p>	
<p>Coordinate with international organizations common meetings relating to shared issues (e.g. climate change) CMS Sec We do it already, when feasible and meaningful. and common research conservation programmes, species action plans and capacity building activities France external integration</p> <p>CMS Sec Among the global MEAs, CMS is certainly one of those which is closer</p>	<p>Synergies Economies of scale Wider understanding of issues and development of solutions.</p>	<p>Scale UK</p>	

<p>to activity on the ground. Even more so its instruments. However, we remain an intergovernmental entity, not really suited to outreach local and indigenous communities. In the cases CMS activities go to that level, it normally do it through external partners, rather than directly through its institutions. Our limited outreach capacity addresses local communities when feasible and meaningful but in principle should remain focused on our primary clients, i.e. governments and international organizations. Therefore, although this is an issue of interest it goes beyond the current scope of the work of the Secretariat. If Parties want the Secretariat to do that additional resources need to be made available.</p>			
<p>Work with local and indigenous communities.</p> <p>Improve what you have</p>	<p>Improve on the ground conservation. Better able to deal with human threat to M.S.</p> <p>Raise awareness of profile.</p> <p>Synergistic relationship of knowledge sharing.</p> <p>Develop local incentives for conservation and ownership France</p> <p>Ownership of conservation programmes by local communities who are mostly involved in the utilization of natural resources and who mostly benefit from ecosystem services S.Af</p>	<p>Bias UK</p> <p>Local/indigenous communities need to derive benefits from conservation.</p> <p>Need to secure support from local government and competitive interests France</p> <p>Capacity of involvement?</p> <p>Training?</p> <p>Rules of involvement?</p> <p>Translation of materials to local language? S.Af</p> <p>Cost of adaptation and translation of relevant material for local and indigenous communities. Kenya</p> <p>Shift limited outreach capacity form primary clients, i.e. governments CMS Sec</p>	

		<p>CMS Sec Also here we have to be cautious with whom we develop Partnerships and who will give us financial or other support. When choosing the wrong NGO we might end up with serious problems with Governments.</p>	
<p>Expand current partnerships with existing NGOs partners to further support staffing, provide technical and scientific capacity particularly for local NGOs with a local presence in supporting the coordination and management of MoUs in respect of meetings, action plans, projects and activities.</p> <p>External integration</p> <p>CMS Sec NGOs are generally keen to partner with CMS, and partnerships are generally fruitful. However NGOs are often not in a position to cover the costs related to activities in support of the implementation of CMS instruments. In the past CMS has (partly) subsidized, and is still currently subsidizing partnerships with NGOs in relation to e.g. coordination of MoU implementation. Current difficulties with some partners (e.g. IUCN elephant specialist group) are mainly due to lack of resources. The main factor limiting expansion of partnership with NGOs is in fact availability of financial resources.</p>	<p>Increased implementation of programmes and action plans. Aids in translating international obligations into national and local environmental agendas. Free up CMS staff. Increased capacity.</p>	<p>Invest to save. UK</p>	

<p>Encourage more NGOs to become Parties/Signatories to agreements</p> <p>Improve what you have</p> <p>CMS Sec Some distinction needs to be made here between legally binding agreements and non-binding MoUs. They are both primarily intergovernmental instruments. NGOs are normally allowed to sign MoUs in a capacity as cooperating organizations. There are currently no real restrictions for NGOs to become partners to MoU, whenever they are interested. There is not much scope for a significant development in this regard. As it is formulated, the activity might foresee a different type of arrangement, e.g. a partnership such as GRASP or EAAFP. If this is the idea, it should be clarified.</p>	<p>Provide additional supply of resources. Potential access to data. Increased capacity.</p>	<p>Make sure that NGOs are adhering to the fundamental principle of CMS (Danger of back/biased agenda) France Are agreements not intergovernmental? Would this not result in some Parties withdrawing their membership? I am not sure and stand to be corrected S.Af</p>	
<p>Seek regular contributions from the private sector (including locally) France, contributions to marketing and publicity campaigns, funding to act as species champions.</p> <p>Improve what you have</p>	<p>Increased access to funding opportunities. Raise profile and therefore awareness raising.</p>	<p>Bias. UK</p> <p>Priorities and activities driven by sponsor interests CMS Sec CMS Sec This should be done in accordance with our Code of Conduct. Making the activities of the convention and agreements dependent on external funding implies a risk/temptation to go where the money is available, rather than where action is most needed.</p>	
<p>Enhancing knowledge exchange/transfer networks – sharing</p>	<p>Increase capacity building. Reduce pressure on resources.</p>	<p>Set up and maintenance costs. UK</p>	

<p>knowledge and technical expertise between academic institutions (IUCN specialist groups, TRAFFIC International, etc.) France</p> <p>CMS Sec Academic institutions do this already. It might be difficult for CMS, with its limited capacity, becoming an important driver of this type of activities. External cooperation</p>	<p>Improve conservation activities/know-how. France</p>		
ACTIVITIES	ADVANTAGES MAJOR	QUESTIONABLE	COSTS
Strengthen cooperation with other international organizations and other interested parties (9.13 3.5)			
<p>Encourage Govts to host Agreements/MoUs</p> <p>Improve what you have if parties</p> <p>If not – external cooperation</p> <p>CMS Sec Perspective on this activity would change depending on the organizational/institutional model. It would fit well in a decentralized model, less so in centralized one</p>	<p>Increased implementation. Free resources at CMS level. Increased implementation of programmes and action plans (political will</p> <p>Incentive for further regional adhesion/support to CMS and CMS agreements France</p> <p>Increased ownership and voluntary contributions by governments S.Af</p>	<p>Confidence and reliability. Durability. UK</p> <p>Increase difficulties of coordination within the CMS family CMS Sec</p>	
<p>Enhance partnerships with non-environmental international organizations (e.g. WHO, WTO)</p> <p>External cooperation</p>	<p>Raises profile. Influences wider sustainability agenda. Potential synergies.</p>	<p>Management of relationships. UK</p>	
Financial and institutional implications (9.13 3.6)			
FINANCIAL			

Improve fundraising, ring fenced funds for MOUs, activities		Dependent on Party donations and ability to supply additional funding	Added by Cuba
Core fund to be allocated by the COP according the priority objectives and activities (established to receive governments contributions according the united nations scale plus voluntary contributions from Governments, United Nations bodies, GEF, other intergovernmental organizations and other stakeholders, such as the private sector and foundations).		Problem with countries which are Parties to MOUs/Agreements but not to CMS	Added by Cuba
Wavier of UN 13% charge on voluntary contributions	Attraction of additional funds	Need for UNGA approval UK	Added by UK
seek review from UNEP on the requirement to pay 13% overhead on voluntary contributions			ADDED BY AUSTRALIA
improve fundraising, ring fenced funds for MoU, funds for activities (2.3.1)			Added by France
increased funds for CMS Staff and any MoU unit that may be developed (2.3.2)			Added by France
INSTITUTIONAL			
Relocation of core Secretariat	Cheaper??	Host country support. Infrastructure and accessibility	Added by UK
Centralisation of all Secretariats	Reduced costs	Separation from local issues and Parties	Added by UK
Separation and relocation of core functions (fund-raising, capacity building, legal, communications etc), to be shared with other MEA/orgs	Centres of expertise. Efficiencies of scale.	Loss of corporate identity and loyalty/commitment	Added by UK
Centralize all CMS and CMS Family services (financial management, communications, fund raising, capacity building, information	Reduce overlap Economies of scale Improved coordination and cohesion of services	Dilution of focus on local issues Separation from Parties	Added by Cuba

technology)			
Move CMS office to another location	Cost effective????		Added by Cuba
Centralize all or some of CMS and CMS Family in a central office and regionalize conservation and implementation efforts - have regional offices and local outposts with assistance from UNEP, NGOs and MEAs			Added by Cuba
Developing a greater presence within the six CMS regions (5.1)			Added by France
Have regional offices and local outposts with assistance from UNEP; NGOs and MEAs or build regional hubs for MEA implementation (5.1.1) and central office in Bonn			Added by France
Move CMS office to another region, for example Nairobi, in order to share services with UNEP (5.1.6).			Added by France
Stay in Bonn			Added by France
Enhancing the efficiencies of subsidiary instruments at the local level through increasing the presence at the local level, thereby assisting to raise awareness of species issues within range State (5.2.4)			Added by France
Assess sources for improving current staffing compliment (2.1.1)			Added by France
Designation of Secretariat personnel according to expertise and regional connection to increase linkages with subsidiary instruments (2.1.2)			Added by France
Enhance local capacity through introduction of a mentoring system with the Secretary acting as liaising			Added by France

party (2.1.3)			
Development of a MOU Unit to coordinate MOU activities (2.1.4)			Added by France
Reorganize current CMS and Agreement staff into specific institutional departments, either by region or by activities (specialized staff units: communication, education, etc.) (4.1)			Added by France
Secretariat to provide centralized services across CMS Family agreements for: - Information Technology (3.1) - Capacity building (3.2) - Management services (3.6) : information management (2.4.2) , administration, meeting organization, communication , finance management and fundraising			Added by France
Allocation of core funding versus voluntary contributions to cover administrative costs and/or conservation activities			Added by France
opportunities to extent the number of legally binding instruments (7.1)			Added by France
scope of CMS - all migratory species or only endangered (7.4)			Added by France
IT: CMS to centralise the development and management of information technology including the development of mapping systems, the coordination of CMS Family websites and the development of new multimedia platforms for example video conferencing. Centralized system and procedures in relation to data collection,			ADDED BY AUSTRALIA

<p>management and storage and centralization of data storage and analysis (Option 2) including the development of shared management systems</p> <p>Centralization and harmonization of reporting formats and returns, this would assist in comparing progress, quality of work, identification of gaps</p>			
<p>Capacity Building: CMS provide centralized services relating to building capacity with the CMS family including training and educational activities (Option 2).</p> <p>CMS provide centralized awareness raising on common/shared threats through publications and online resources, where this is practicable.</p>			<p>ADDED BY AUSTRALIA</p>
<p>Management services: CMS providing centralized administrative services to Agreements/MoUs including: communication across and within Agreements/MoUs; coordination of COP/MOPs (UNEP Questionnaire); coordination of Scientific and Advisory Groups of CMS/Agreements and the meetings of scientific and technical group meetings</p> <p>CMS to centralize press and media announcements and the implementation of species campaigns and public events</p> <p>CMS coordinate fundraising activities and the development of consistent financial management systems</p>			<p>ADDED BY AUSTRALIA</p>
<p>Seek regular contributions from the private sector, contributions to</p>			<p>ADDED BY AUSTRALIA</p>

marketing and publicity campaigns, funding to act as species champion			
Encourage hosting Secretariats of Agreements/MoUs by governments along the lines of the Abu Dhabi model			ADDED BY AUSTRALIA
<p>Developing a greater presence within the six CMS regions, through enhancement of services, personnel and partnership working with regional organization:</p> <ul style="list-style-type: none"> • Have regional offices and local outposts (Option 33) with assistance from UNEP, NGOs and MEAs, the appropriate identification for MoU/Agreement location as per the IOSEA MoU or the development of capacity to build regional hubs for MEA implementation to identify synergies and linkages between MEAs and avoid duplication in projects and activities (Australia Q. 17). • Designate staff to a particular administrative Region based on their expertise and regional connections to lead on initiatives within the Region. Staff members to provide a vital link with subsidiary instrument (Option 39). • Increase opportunities for institutional consideration of regional issues at regular intervals as an adjunct to the COP and meetings of the Scientific Council (Option 8). • Closer collaboration between 			ADDED BY AUSTRALIA

<p>MoUs and Agreement at a regional level which have Parties and/or species and/or issues (e.g. common threats) in common (this can focus resources within specific regions for example elephants in Central and West Africa) (Australia, UK Question 8).</p> <ul style="list-style-type: none"> • Closer collaboration with UNEP regional offices, where appropriate, to assist with scientific capacity building, coordination and technological support. • Move CMS office to another region, for example Nairobi, in order to share resources with UNEP. 			
<p>Enhancing the efficiencies of subsidiary instruments at the local level through the development of partnerships, sharing of resources and increasing presence at the local level. By enhancing the efficiencies of subsidiary instruments, this would allow CMS to focus on cross cutting issues.</p> <ul style="list-style-type: none"> • MoUs/Agreements collaborating and sharing office/personnel/resources (e.g. as per Abu Dhabi – Dugongs and Birds of Prey) or by developing partnerships with an NGO in an appropriate location, which acts as the ‘local representative’/coordinator for the subsidiary instrument (Option 			<p>ADDED BY AUSTRALIA</p>

<p>19).</p> <ul style="list-style-type: none"> • MoUs/Agreements collaborating with relevant MEAs based in corresponding location to share personnel and to seek closer collaborations/partnership to enhance resources, scientific capacity and knowledge exchange (Option 6). • Closer partnership working with partner organizations in neighboring range states to assist in the coordination of conservation activities, coordinated work programmes and information sharing and to develop programmes and plans on how to deal with common threats that cross borders with neighboring states (Option 7). • Greater local presence for all subsidiary agreements, thereby assisting to raise awareness of species issues within range State. The Ivory Coast noted that the signing of a MoU commits the country's government to consider the provisions of the Convention in a way which will compliment local laws (Ivory Coast Question 6). 			
<p>Clustering of MEAs</p> <ul style="list-style-type: none"> • coordination and enhancement of resources, including personnel, fundraising, financial management, information management, technical skills, data 			<p>ADDED BY AUSTRALIA</p>

<p>collection, reporting and monitoring mechanisms and capacity building (including training);</p> <ul style="list-style-type: none"> • coordination and enhancement of legislative, policy, research and programme development; • coordination and sharing of data, technology, scientific expertise and knowledge resources, including shared scientific panels, working groups, mailing lists of experts (Germany Question 21); • coordination and streamlining of activities, operations, meetings and across financial management systems enabling comparison of budgets; and • coordination of conservation efforts combining habitat and species protection. 			
<p>Decentralization of Secretariats (agreements) according to range states</p>	<p>Improved efficiency Improved conservation of Migratory species Ownership of conservation programmes by range states</p>	<p>Could be quite expensive as they might be sharing space and resources now and/or provided free space and other resources by the well resourced countries they are currently located.</p>	<p>Staff might not be keen to move to some remote regions/areas and would prefer to be at developed parts of the world</p>
<p>Centralization of Secretariats (CMS main Convention and agreements)</p>	<p>1. Business as usual, 2. no additional costs 3. Benefit of sponsored resources by the German government</p>	<p>Eric to establish the current costs of the status quo, cost the decentralization option and determine which is the most cost effective option</p>	
<p>Relocating Secretariats including the CMS Secretariat to appropriate places where implementation and easy access to parties will be guaranteed</p>	<p>Improved conservation Improved implementation</p>	<p>Very expensive since the German government might not be willing to sponsor what they are currently sponsoring</p>	<p>loss of ownership and support by the German government if Secretariats moved out of the current location Lack of appropriate technology especially if Secretariats are relocated to developing regions of the world and this would hinder effectiveness and affect</p>

			delivery Staff might not be willing to relocate
Sharing space with other MEAs/organizations with the same objectives	Improved linkages and synergies Improved conservation Information sharing	Very expensive since the German government might not be willing to sponsor what they are currently sponsoring if sharing is done elsewhere outside the current location If sharing is done in the current location- issue of space availability; can be cost effective, BUT what will be the cost benefit analysis- Eric to determine the most appropriate solution looking at the gain vs loss in this option	Comment M30 above also applicable competition instead of support for each other Egos potential for conflicts - sharing of resources

ANNEX VIII: IMPACT OF INDIVIDUAL ACTIVITIES

Table 9: Impact of Individual Activities

NB – Existing staff costs are not new costs as they are covered by current budgets.

No	Option	Activity	Benefit Score	Cost Score	Total Impact Score	Set Up Costs	<i>Existing Staff Costs</i>	New Ongoing Costs	Total Costs	Phase 1 Issue
1	Concentration	Alignment with international governance reform.	High 13	Medium 7	High Positive 6	138,000	51,000	0	189,000	Synergies Economies of Scale
2	Decentralisation	Work with local and indigenous communities.	High 9	Low 4	High Positive 5	100,000	4,920	0	104,920	Effectiveness of conservation measures Integration

										Implementation
3	Ideal	The development of new multimedia platforms for example video conferencing to enhance communications across CMS Family and with external organisations.	High 9	Low 4	High Positive 5	55,000	0	4,000	59,000	Economies of scale Integration Synergies Less pressure on staff time
4	Low Cost	Parties/Signatories to translate guidance documents into local languages to assist implementation.	High 9	Low 4	High Positive 5	20,000	2,600	0	22,600	Effectiveness of conservation measures Integration Implementation Less pressure on CMS staff time
5	Concentration	CMS to coordinate scientific research programmes based on identification of common issues/threats shared across the CMS family to reduce duplication and overlaps and improve economies of scale.	High 9	Medium 5	Medium Positive 4	2,700	0	25,500	28,200	Economies of scale Integration Synergies Technical data

No	Option	Activity	Benefit Score	Cost Score	Total Impact Score	Set Up Costs	<i>Existing Staff Costs</i>	New Ongoing Costs	Total Costs	Phase 1 Issue
										harmonisation Scientific capacity (MoUs)
6	Decentralisation	<p>Closer partnership working with partner organisations (including NGOs) in neighbouring range states to assist in the coordination of conservation activities, coordinated work programmes and information sharing and to develop programmes and plans on how to deal with common threats that cross borders with neighbouring states.</p>	High 11	Medium 7	Medium Positive 4	120,000	21,200	78,000	219,200	<p>Synergies</p> <p>Effectiveness of conservation measures</p> <p>Less pressure on staff time</p> <p>Economies of scale</p>
7	Decentralisation	<p>Closer collaboration with UNEP regional offices, where appropriate, to assist with capacity building and technological support by CMS and its Family.</p>	Medium 8	Low 4	Medium Positive 4	27,000	2,120	0	29,120	<p>Integration</p> <p>Synergies</p> <p>Capacity building</p> <p>Less pressure</p>

										on staff time
8	Decentralisation	Develop regional hubs for MEA implementation to identify synergies and linkages between MEAs and avoid duplication in projects and activities. E.G. SPREP	High 9	Medium 5	Medium Positive 4	200,000	0	0	200,000	Synergies Effectiveness of conservation measures Reporting Economies of scale
9	Ideal	Run awareness campaigns to ensure that CMS is recognised by the public, academic institutions, inter organisations and others as the global leader in the protection of migratory species.	High 9	Medium 5	Medium Positive 4	42,250	2,300	242,136	286,686	Raise profile of CMS Global coverage

No	Option	Activity	Benefit Score	Cost Score	Total Impact Score	Set Up Costs	<i>Existing Staff Costs</i>	New Ongoing Costs	Total Costs	Phase 1 Issue
10	Concentration	CMS Sec to carry out a global gap analysis at Convention level: consider which issues are being addressed, what issues are not being addressed, if another organisation is addressing these issues, scientific gap analysis and what research is required.	Medium 8	Medium 5	Medium Positive 3	40,500	8,200	0	48,700	Scientific capacity (MoUs) Economies of scale
11	Concentration	Overarching Strategic Plan for CMS Family.	High 11	Medium 8	Medium Positive 3	142,200	96,303	0	238,503	Integration Economies of Scale Synergies
12	Low Cost	Encourage more NGOs to become Parties/Signatories to MoUs and encourage more Range States to become Parties/Signatories to CMS and CMS Family.	High 9	Medium 6	Medium Positive 3	30,000	4,920	0	34,920	Global coverage Synergies Effectiveness of conservation measures

13	Low Cost	Review of CMS membership at Scientific Council based on species groupings.	High 9	Medium 6	Medium Positive 3	64,350	6,500	0	70,850	Integration Economies of Scale Effectiveness of conservation Scientific Capacity
14	Concentration	CMS to coordinate communication across and within Agreements/MoU. Centralise press and media announcements and the implementation of species campaigns and public event. The coordination of CMS Family websites and CMS provide centralised awareness raising on common/shared threats through publications and online resources, where this is practicable.	High 10	Medium 8	Low Positive 2	27,000	6,500	310,000	343,500	Economies of scale Integration Synergies Capacity building
No	Option	Activity	Benefit Score	Cost Score	Total Impact Score	Set Up Costs	Existing Staff Costs	New Ongoing Costs	Total Costs	Phase 1 Issue
15	Decentralisation	Policy decision to establishment of new Agreements outside of the UNEP family (i.e. ACAP).	Medium 5	Low 3	Low Positive 2	0	0	0	0	Less pressure on CMS staff time

16	Decentralisation	Have a presence in each of the CMS administrative regions with assistance from UNEP, NGOs and MEAs.	Medium 7	Medium 5	Low Positive 2	0	4,920	60,000	64,920	Regionalisation Synergies
17	Ideal	Increase agreement staff.	High 10	Medium 8	Low Positive 2	453,400	0	3,406,500	3,859,900	Less pressure on CMS staff time
18	Ideal	Prioritise species clustering.	High 11	High 9	Low Positive 2	249,000	68,600	0	317,600	Economies of Scale Implementation Effectiveness of conservation Integration
19	Low Cost	New sources of improving current staffing compliment (e.g. UNEP, CMS Family's own staff, Parties, secondments, interns and consultants) including international staff exchange and traineeship.	Medium 8	Medium 6	Low Positive 2	180,000	14,700	0	194,700	Less pressure on CMS staff time Integration Economies of scale
20	Concentration	Coordinate access to research data as a centralised service across CMS agreements. (internal internet).	Medium 7	Medium 6	Low Positive 1	7,400	6,500	51,000	64,900	Data management Harmonization of reporting Integration

21	Concentration	CMS wide Scientific Institution.	High 10	High 9	Low Positive 1	145,200	142,200	0	287,400	Integration Economies of Scale Scientific Capacity Capacity building
22	Concentration	CMS core budget for species groups and the MoUs dealing with these species groups.	Medium 8	Medium 7	Low Positive 1	0	21,200	0	21,200	Effectiveness of conservation Economies of Scale
No	Option	Activity	Benefit Score	Cost Score	Total Impact Score	Set Up Costs Score	Existing Staff Costs	New Ongoing Costs	Total Costs	Phase 1 Issue
23	Decentralisation	Establishment of external assessment and monitoring of effectiveness (for example by UNEP-WCMC) (This would include harmonisation of data collection, storage, management and analysis).	High 9	Medium 8	Low Positive 1	0	9,840	150,000	159,840	Activity rate monitoring Harmonization of reporting
24	Decentralisation	Localize conservation efforts by having local outposts with assistance from UNEP, NGOs and MEAs.	Medium 8	Medium 7	Low Positive 1	36,256	14,700	31,000	81,956	Effectiveness of conservation measures

										Synergies
25	Ideal	Coordinate with international organizations common meetings relating to shared issues (e.g. IUCN) and common research conservation programmes, species action plans and capacity building activities for on the ground conservation.	High 10	High 9	Low Positive 1	47,000	0	588,000	635,000	<p>Synergies</p> <p>Economies of scale</p> <p>Capacity building</p> <p>Integration</p> <p>Harmonization of reporting</p>
26	Ideal	Development of a MoU Unit to coordinate MoU activities.	High 12	High 11	Low Positive 1	90,000	32,500	627,000	749,500	<p>Activity rate monitoring</p> <p>Less pressure on CMS staff time</p> <p>Implementation of MoUs</p>
27	Ideal	Encourage all Range States to become Parties/Signatories to CMS and CMS Family.	Medium 7	Medium 6	Low Positive 1	6,750	0	116,250	123000	<p>Increase financial resources</p> <p>Less pressure on CMS staff time</p> <p>Growth of CMS</p>

										Integration
No	Option	Activity	Benefit Score	Cost Score	Total Impact Score	Set Up Costs	<i>Existing Staff Costs</i>	New Ongoing Costs	Total Costs	Phase 1 Issue
28	Low Cost	Create criteria against which to assess proposed new potential agreements. This criteria is to include scientific need, existing and potential synergies (internally and externally) funding criteria, existence of a volunteer coordinator and the added value of CMS involvement. An example of added value includes the consideration of whether the new agreement will encourage participation and extend Parties, including considering whether the proposed agreement is better served by another MEA or other initiatives. (Includes - Improve identification of priority objectives and prioritize current activities.)	Medium 8	Medium 7	Low Positive 1	60,000	13,000	10,000	83,000	Activity rate monitoring Less pressure on CMS staff time Economies of scale Synergies Integration

29	Low Cost	Support current scientific data hub currently under development (IPBES) and Continue and support the development of existing implementation hubs (Tematea, UNEP-WCMC, IOSEA and AEWa).	Medium 8	Medium 7	Low Positive 1	0	0	150,000	150,000	Information management Harmonization of reporting Reduce reporting burden Economies of scale Synergies Integration
30	Decentralisation	MoUs/Agreements collaborating and sharing office/personnel/resources (e.g. as per Abu Dhabi – Dugongs and Birds of Prey).	Medium 8	Medium 8	Neutral 0	150,000	7,800	0	157,800	Integration Economies of scale
31	Concentration	CMS provide centralised services relating to building capacity with the CMS family including training and educational activities.	Medium 8	Medium 8	Neutral 0	37,000	34,000	373,170	444,170	Integration Capacity building Economies of

										scale
No	Option	Activity	Benefit Score	Cost Score	Total Impact Score	Set Up Costs	<i>Existing Staff Costs</i>	New Ongoing Costs	Total Costs	Phase 1 Issue
32	Concentration	CMS providing centralised administrative services to Agreements/MoUs [in Bonn] including: coordination of COP/MOPs; coordination of Scientific and Advisory Groups of CMS/Agreements and the meetings of scientific and technical group meetings. CMS coordinate fundraising activities and the development of consistent financial management systems. CMS to centralise the development and management of information technology including the development of mapping systems. Centralised system and procedures in relation to data collection, management and storage and centralisation of data storage and analysis including the development of shared management systems. Centralisation and harmonisation of reporting formats and returns. (Includes - Coordinate	High 12	High 12	Neutral 0	410,900	43,600	329,000	783,500	Economies of scale Harmonization of reporting Integration Data management and reporting harmonization

		access to research data as a centralised service across CMS agreements.)								
33	Concentration	Merge CMS Family agreements with synergies based on geography and/or ecology.	High 10	High 10	Neutral 0	108,000	35,470	0	143,470	Integration Less pressure on CMS staff time and financial resources
34	Ideal	Resource Assessment - An assessment of all CMS instruments based on an evaluation of the successful conservation action they have undertaken compared to the resource effort provided to administrative functions.	Medium 8	Medium 8	Neutral 0	145,200	139,200	0	284,400	Effectiveness of conservation Implementation
No	Option	Activity	Benefit Score	Cost Score	Total Impact Score	Set Up Costs	Existing Staff Costs	New Ongoing Costs	Total Costs	Phase 1 Issue
35	Low Cost	Develop a policy where implementation monitoring must be a part of any future MoUs. (Includes: Development and/or utilization of indicators to monitor effectiveness of agreements; Implementation and effectiveness of MoUs to be reviewed at COP level; After set period of time	Medium 6	Medium 6	Neutral 0	13,500	13,000	0	26,500	Activity rate monitoring Less pressure on CMS staff time Harmonisatio

		CMS Secretariat to report on MoU implementation).								n of reporting Economies of scale
36	Low Cost	Agreements and MoUs focused only on migratory species.	Medium 6	Medium 6	Neutral 0	0	0	0	0	Activity rate monitoring
37	Low Cost	Produce CMS website in 3 languages.	Medium 7	Medium 7	Neutral 0	40,000	12,300	12,000	64,300	Integration Implementation Capacity building
38	Concentration	CMS Sec to measure implementation of CMS and its Family both from a Party and conservation perspective, quality of work, identification of gaps and propose measures to close these gaps. Developing indicators for measuring action plans.	Medium 6	Medium 7	Low Negative -1	27,000	6,500	255,000	288,500	Activity monitoring Economies of scale Integration
39	Concentration	Merger of existing CMS Family agreements (MoUs) with similar species.	High 9	High 10	Low Negative -1	108,000	35,470	0	143,470	Integration Less pressure on CMS staff time and financial resources

40	Concentration	Extending the scope of existing Agreements/MoUs rather than developing new Agreements/MoUs (e.g. AEWA and West African Elephant MoU)	High 10	High 11	Low Negative -1	650,000	600	0	650,600	Integration Less pressure on CMS staff time and financial resources
No	Option	Activity	Benefit Score	Cost Score	Total Impact Score	Set Up Costs	Existing Staff Costs	New Ongoing Costs	Total Costs	Phase 1 Issue
41	Ideal	Prioritising and coordinating, meetings of COPs, MOPs, MOSs, Scientific Committee, working groups etc.	Medium 8	High 9	Low Negative -1	750,000	18,000	0	768,000	Economies of scale Synergies Sharing Information
42	Ideal	Create a migratory species scientific data hub, which would facilitate the use of migratory species data as an indicator of climate change.	High 10	High 11	Low Negative -1	549,401	24,700	687,000	1,261,101	Information Deficiencies
43	Ideal	Information Management and reporting systems which are fully	High 10	High 11	Low	394,000	20,400	735,300	1,149,700	Integration

		integrated across the CMS Family.			Negative -1				0	Synergies Improving access to information Harmonization of reporting
44	Ideal	Suspension of redundant MoUs with monitoring to be carried out by MoU Unit and coordinated by CMS.	Medium 5	Medium 7	Low Negative -2	30,000	13,000	0	43,000	Economies of scale Activity rate monitoring

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

Table Definitions:

Benefit Criteria: Conservation Effects; Integration and Synergies

Cost Criteria: Legal Effects; Finance; Institutional Impact

	Medium -	-3--4
	High -	-5

