

**CONVENTION ON
MIGRATORY
SPECIES**

Distr: GENERAL

UNEP/CMS/Resolution 8.2

ORIGINAL: ENGLISH

CMS STRATEGIC PLAN 2006–2011

Adopted by the Conference of the Parties at its Eighth Meeting (Nairobi, 20-25 November 2005)

Recalling Resolution 7.6 of the seventh meeting of the CMS Conference of the Parties (Bonn, 2002) reflecting the decision to set up an open-ended working group to be chaired by a representative of Switzerland, with the task of drafting the Strategic Plan 2006–2011 for consideration by the Conference of the Parties at its eighth meeting;

Grateful for the work undertaken by that working group;

Recalling decision VI/20 of the sixth meeting of the Conference of the Parties to the Convention on Biological Diversity in which CMS was recognized as the lead partner in the conservation and sustainable use of migratory species over their entire range;

Reaffirming the commitment of the CMS Parties to achieving, by 2010, a significant reduction in the current rate of biological diversity loss at the global, regional and national levels; and

Recognizing that the annexed Strategic Plan, together with budgetary, implementation and work plans for the various CMS bodies, represents the Convention's planned contribution to achieving the 2010 target by seeking to ensure that the benefits of migratory species to ecosystems and human well-being will continue for present and future generations;

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

1. *Adopts* the CMS Strategic Plan 2006-2011 that is annexed to this resolution;
2. *Requests* the Secretariat to integrate the objectives, targets, milestones and indicators of the Strategic Plan within the budgetary and other resource management mechanisms of the Convention;
3. *Urges* Parties, States, intergovernmental organizations and other organizations to review their activities, especially their biological diversity strategies and action plans, where appropriate, in light of the Strategic Plan;

4. *Requests* the Conference of the Parties to review the Strategic Plan at its ninth and tenth meetings in the light of the Plan's stated targets, milestones and indicators and in line with paragraph 5.5 of the Plan; and
5. *Invites* Agreements concluded pursuant to Article IV of the Convention to transmit the Strategic Plan to the next meeting of their governing bodies and to reflect the targets of relevance to those Agreements in their planning and budgetary documents.



**CONVENTION ON THE CONSERVATION
OF
MIGRATORY SPECIES OF WILD ANIMALS**

STRATEGIC PLAN 2006–2011

1. INTRODUCTION
2. THE ISSUE
3. THE ROLE OF CMS
4. STRATEGIC PLAN 2006–2011
5. IMPLEMENTATION
6. LOGICAL FRAMEWORK TABLE

1. INTRODUCTION

1. The Convention on Migratory Species (CMS) marked its twenty-fifth Anniversary in 2004. As one of the first biodiversity-related Conventions, which came into force long before the more comprehensive Convention on Biological Diversity (CBD), it has played, under the auspices of the United Nations Environment Programme (UNEP), a pioneering role in promoting and initiating collaborative conservation and management action on migratory animal species of which “a proportion cyclically and predictably cross one or more national jurisdictional boundaries” (Article I). The phenomenon of those migrations is a unique part of the global natural heritage which can be conserved only through the joint efforts of all nations.

2. This Strategic Plan aims to set the general goal, objectives and targets for the six years from 2006 to 2011 to ensure a coherent and strategic approach to the Convention’s implementation at national, regional and global levels.

3. The period covered by the Strategic Plan includes a significant target date set by the international community at the Sixth Meeting of the CBD Conference of the Parties, when, in The Hague, Ministers responsible for CBD implementation resolved to strengthen their efforts to put in place measures to halt biodiversity loss at the global, regional, subregional and national levels by the year 2010. That target was also reflected in the CBD Strategic Plan’s mission statement: “to achieve by 2010 a significant reduction of the current rate of biodiversity loss at the global, regional and national levels”, which has also been endorsed by the World Summit on Sustainable Development (WSSD). The CMS Strategic Plan, together with future associated implementation plans for the various CMS bodies, represents the Convention’s planned contribution to achieving the 2010 target and seeks to ensure that the benefits of migratory species to ecosystems and human well-being will continue for present and future generations.

2. THE ISSUE

2.1 What is special about migratory species?

4. Migratory animals are special components of the world’s ecosystems. They range from antelopes to fishes, from whales to elephants, from bats to birds and butterflies. While, like all species, they make a great variety of vital contributions to the functioning of the ecosystems in which they live, their movements over short or long distances represent a unique global ecological feature which has many implications for their value as a natural resource as well as for their conservation. Migratory animals are in principle “part-time” components of ecosystems, where they fulfil important seasonal ecological functions: they may serve as a crucial food resource for non-migratory species in those areas, they may act as pollinators and seed distributors, or they may themselves exploit seasonally abundant local food resources, thereby contributing to the biological balance of a local ecosystem.

2.2 The importance of migratory species for people

5. There are also many human communities which rely on the regular influx of migratory animals. In various parts of the world they provide the basis for subsistence, recreational and commercial hunting and fishing activities, often serving as an important basis for the livelihoods of communities. In many instances, migratory animals represent a shared, seasonally predictable resource for human communities far apart. The use of that resource by one community might greatly influence its availability to people in another, distant location.

6. Because of their migratory habits and the diversity of environments which they occupy over shorter or longer periods, many migratory animals are sensitive indicators of environmental change. They may link the impact of human-induced environmental modifications in widely separate regions, such as the well known example of toxic pesticides being found in the tissues of Antarctic animals.

7. Migratory species have great significance in many cultures, in legends, stories, religions and medicine. For many people, the regular comings and goings of migratory animals are a powerful symbolic sign of the seasonality of nature and the passing of yearly cycles. More recently, spectacular gatherings of seasonal migrants have become prime attractions for nature tourists such as bird-, turtle- and whale-watchers.

2.3 Increasing threats to migratory species

8. In line with its impacts on biodiversity in general, human pressure on migratory animals and their habitats is often intense. That pressure can lead to particularly strong negative impacts on the populations of migratory animals as large numbers of individuals concentrate at certain traditionally used sites. Unsustainable hunting and fishing practices, and also incidental capture in fisheries, for example, result in heavy impacts on many species. Destruction or modification of wetlands, forests and grasslands removes food and shelter vital to their life. The introduction of alien species and the harmful effects of industrial and agricultural pollutants are further risks.

9. Recent scientific work also suggests that climate change is also likely to have an impact on migratory species. Many habitats important for migratory species may be profoundly changed, with traditional migratory patterns disrupted or altered as a result. The status of certain species could be seriously affected. The ongoing desertification of semi-arid areas, most notably in the Sahelo-Saharan zone, is also believed to have an increasing negative impact on some long-distance migratory birds and some terrestrial migratory mammals.

10. Barriers to migration such as dams, fences, power lines and wind farms can disrupt migratory routes and result in significant mortality. Birds also face the danger of injuries or death caused by communication towers and electricity transmission lines and pylons. For all the above reasons, there is a growing number of migratory species with a serious risk of becoming extinct.

2.4 Special conservation needs for migratory species

11. Because of their unique behaviour and particular ecological requirements, migratory species have special conservation needs. Most importantly, international cooperation between States which share populations of migratory species is absolutely essential. Those States have a joint responsibility to ensure the long-term survival of migratory animals and their migratory behaviour across and beyond their territories.

12. Concerted and coordinated actions on the ground will be needed to address the threats to migratory animals if we want to maintain their free movement across international boundaries and continents, thereby ensuring that they continue to contribute to the health and proper functioning of ecosystems and the well-being of human populations which depend on those animals for their livelihood. Such actions will require more research to understand the needs of those species; a multitude of conservation measures on the ground, directed towards both the species and their habitats throughout their ranges; greatly increased awareness of the issues; and international cooperation between relevant agencies and decision-makers.

3. THE ROLE OF CMS

3.1 International cooperation

13. Since migratory species, in the sense of the definition given in the text of the Convention, can be conserved only through joint international efforts in which species- and ecosystem-based approaches are linked and coordinated across the entire migratory range of a species the purpose of CMS is to catalyse, foster and support such international collaboration.

14. Through its various operational tools, CMS establishes obligations for its Contracting Parties to protect the most endangered species, listed in Appendix I to the Convention; sets a framework for developing regional or global multilateral instruments to conserve and ensure the sustainability of use of particular migratory species or groups of species listed in Appendix II; and provides funding for research and conservation projects through its Small Grants Programme.

3.2 Contribution to sustainable development

15. Many migratory species provide essential ecosystem services which in turn add to human well-being in practically all countries of the world. The conservation and sustainable management of migratory species populations is an important special contribution to the wider aims of global sustainable development.

16. Ultimately, CMS is committed to assisting its Contracting Parties to move towards a truly sustainable use of natural resources. Its work is directed towards the implementation of Millennium

Development Goal 7 and the Plan of Implementation adopted at WSSD in Johannesburg, South Africa, in 2002. It supports conservation programmes to bring long-term benefits to local communities while helping to reduce the rate of biodiversity loss. Many of the agreement-associated action plans developed under CMS auspices work to the common benefit of migratory species and local communities. They address issues to reduce pressures on migratory animal populations, while at the same time having regard for the livelihood needs of local communities including, where compatible with the conservation status of a species, providing for the sustainable use of such species.

3.3 Achievements

17. Under the framework Convention and its associated agreements, the CMS family currently extends to more than 116 participating countries, a number which is steadily growing.

18. To date, more than 100 (117 as of November 2005) species have been listed in CMS Appendix I, and Appendix II covers, potentially, over 1,000 species. Many of those species are subjects of strict protection measures within Contracting Party Range States, of cooperative activities through CMS agreements and also of research and conservation projects funded through the CMS Small Grants Programme. Since 1990, more than a dozen international instruments have been concluded under the CMS umbrella, for bats, birds, large herbivores, elephants, dolphins and whales, marine turtles and seals. More than 40 (47 as of November 2005) endangered migratory species have been designated for concerted action. Since 1997, small grants for projects have exceeded \$1.5 million in value.

3.4 Relationship to other conventions

19. CMS and its instruments, while aimed specifically at benefiting migratory species, contribute to the broader objective of conserving biodiversity. They are part of an integrated approach to the implementation of other biodiversity-related international instruments and to the achievement of the CBD and WSSD targets. The goals and aims of CMS and other biodiversity-related conventions – notably the Convention on Biological Diversity (CBD), the Convention on Wetlands of International Importance and the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) are mutually reinforcing. The complementarity with CBD is particularly important: while it is focused on the maintenance of biological diversity on genetic, species and ecosystem levels, CMS uses migratory species as a “living thread” to link ecosystems functionally through networks, corridors and pathways over large geographic areas, cutting across national, regional and continental boundaries.

20. CMS has entered into a number of collaborative relationships with those and other intergovernmental organizations in order to maximize synergies. CBD, in turn, acknowledges CMS as its lead partner on migratory species conservation.

21. Increased attention must be given to coordinating action, creating synergies and avoiding duplication between the various treaties through, for example, joint work programmes such as the CBD-CMS joint work programme and the CMS-AEWA-Ramsar Convention joint work programme.

22. CMS’s work must be undertaken, where appropriate, in close coordination with the UN Convention on the Law of the Sea, whose article 64 deals with highly migratory marine species.

3.5 Partnerships with other organizations

23. CMS activities are supported by strong partnerships with intergovernmental and international non-governmental organizations. First and foremost is the association with UNEP, which not only provides the Convention’s Secretariat but, through its regional offices, thematic programmes and headquarters, also extends financial and in-kind support to some of the Convention’s specific programmes.

24. Partnerships with major non-governmental organizations help to bring conservation action into effect on the ground. They also provide a key conduit for scientific and conservation information to be brought into the Convention’s decision-making processes. Great potential remains to be tapped. Attention must be given to expanding and strengthening those cooperative activities in a more formal manner, for example, through memoranda of cooperation and joint work programmes.

3.6 Key challenges for CMS

25. The greatest challenges for the conservation of migratory species, as reflected in the four objectives of the Strategic Plan, are to have the best available information on which to base conservation and sustainable management decisions; the need to undertake conservation measures in a coordinated and cooperative way across a migratory range; to widen awareness of the key issues among relevant target audiences; and the development and mobilization of human capacity and financial resources to implement needed conservation measures.

26. CMS provides a global platform to address the threats to migratory species through a suite of tools which can be tailored to specific situations. It will be critical for CMS to further expand its membership across the world. Also, additional financial resources – always a limitation in biodiversity conservation activities – will have to be mobilized to enable not only country-level activities but also coordinated and cooperative migratory-range-wide activities.

4. STRATEGIC PLAN 2006–2011

4.1 Scope and structure

27. The CMS Strategic Plan provides the general framework and rationale for what the Convention – the individual Contracting Parties and the CMS institutional bodies – aspires to achieve during the next two intersessional periods. It is structured in the format of a hierarchical logical framework (see logical framework table in section 6).

4.2 Vision

➔ **A world which understands, respects and sustains the phenomenon of animal migration as a unique part of our shared natural heritage**

28. This long-term vision, expressed in relation to biodiversity conservation, was ultimately not only behind the origination of the Convention more than 25 years ago but is still today the driving motivation behind its steady development and expansion.

4.3 Goal

➔ **To ensure the favourable conservation status of migratory species, thereby contributing to global sustainability**

29. In pursuing the above general goal, CMS seeks to strengthen its leading international efforts on behalf of migratory species. It builds the necessary partnerships between countries and many national and international institutions in order to achieve a better conservation status for migratory animals. The goal underlines the fact that CMS clearly sees itself as an integral part of a family of international legal instruments with the primary aim of biodiversity conservation, the maintenance of biospheric processes and systems and the sustainability of the use of biological resources as an essential basis to ensure global sustainability and the long-term livelihoods of people.

4.4 Objectives

30. Based on its general remit under the Convention and the expertise acquired over more than a quarter of a century, CMS pursues four main objectives. While the first three are directed towards mitigating the threats to the status of migratory species (lack of knowledge, lack of action and lack of awareness), the fourth is related to the capacity of the Convention itself and its constituent bodies.

➔ **OBJECTIVE 1: To ensure that the conservation and management of migratory species is based on the best available information**

31. In view of the complex issues relating to migratory species, the availability of good scientific information, and also of traditional knowledge, is essential for sound decision-making. Through the work of its Scientific Council, the Convention has a tradition of promoting, initiating and supporting relevant

research work and will continue to do so during the next six years. **Eight targets** are to ensure that relevant data continue to be collected which document the status of species and species groups, the pressures acting on biodiversity, the development of responses and the effectiveness of these responses to manage those threats.

➔ **OBJECTIVE 2: To ensure that migratory species benefit from the best possible conservation measures**

32. The leading rationale for the Convention is the “migratory range approach”. Migratory species can best be conserved through joint international cooperative efforts, linking species- and ecosystem-based approaches at national levels, coordinated across a migratory range.

33. A series of instruments are available under the framework Convention to achieve the above objective: Agreements, memoranda of understanding and action plans. The **nine targets** of the objective are directed towards the various actions required in relation to the various categories of species recognized by the Convention: Appendix I species, Appendix II species and all migratory species. They deal with the development of integrated action plans, site-specific actions, and also some general threats which are of particular concern for migratory species.

➔ **OBJECTIVE 3: To broaden awareness and enhance engagement in the conservation of migratory species amongst key actors**

34. Cooperation between nations can be achieved only if the decision-makers and opinion-leaders involved are aware of the issues and the paramount need for concerted action. It has been a main task of the Convention in the past, and will remain so in future, to bring those problems to the attention of selected key target audiences. The identified **six targets** deal with those audiences, especially to ensure that existing Contracting Parties enhance their engagement; that identified priority countries join as new Contracting Parties; that the already large network of Partners can be further strengthened and expanded; and that dialogues can be initiated with key sectoral groups whose activities have particular impact on migratory species.

➔ **OBJECTIVE 4: To reinforce CMS’s overarching and unifying role in the conservation and management of migratory species**

35. **Eight** “internal” **targets** are identified under the above “enabling” objective aimed at strengthening the work of the Convention, increasing its effectiveness and efficiency and establishing a better corporate identity for the Convention and its legally independent, formal daughter Agreements. The Strategic Plan must also make provision for helping to develop the capacity of bodies involved in implementing the Convention and its legal instruments, especially in developing countries. Finally, with the Convention suffering from a great mismatch between available resources and the tasks conferred on its implementing bodies by the Conference of the Parties, the future financing of the Convention’s programmes and the need to diversify its sources of income are a principal challenge for the next six years.

4.5 Targets, indicators and milestones

36. The targets listed in the logical framework table are the backbone of the Strategic Plan. They provide the basis for measuring the performance and achievements of the Convention over the strategic planning period. A total of 31 targets have been identified, many of them with a series of interim milestones. Where targets are not measurable in themselves, proxy indicators are provided. The individual Contracting Parties, the Secretariat and the Scientific Council are the main actors for achieving most of those targets.

4.6 Operational principles

37. In addition to the targets, nine cross-cutting issues have been identified which, in the pursuit of implementing the Strategic Plan, will be adopted and applied as Operational Principles in all activities where appropriate. They reflect the Convention’s fundamental working philosophy, which is:

OP1 To respect the general principles of the United Nations Charter

OP2 To cooperate closely with relevant multilateral environmental agreements and key partners to maximise synergies and avoid duplication

- OP3 To foster awareness of the concept of sustainable use, and of livelihoods being dependent on migratory species
- OP4 To increase the opportunities for developing countries and countries with economies in transition to contribute to the implementation of the Strategic Plan
- OP5 To spend available project funding in less wealthy countries
- OP6 To attract at least 50 per cent matching funding for project activities
- OP7 To seize opportunities for capacity-building in all activities
- OP8 To involve stakeholders in the implementation of the Strategic Plan
- OP9 To work in ever closer collaboration with the institutions and partners of all CMS Article IV Agreements.

5. IMPLEMENTATION

5.1 Implementation plans

38. The successful implementation of the Strategic Plan is dependent on contributions made by the Contracting Parties individually and by the Conference of the Parties, the Standing Committee, the Scientific Council and the Secretariat, and also by the Agreements and memoranda of understanding developed under the auspices of the Convention. Each of those constitutional players must be aware of the role which they play and the specific tasks which they must carry out if the six-year targets are to be attained. More detailed implementation plans may be developed for some tasks to assist and guide progress towards the targets, linked to the triennial budget. The Secretariat will also develop an annual work plan for its activities. The structure and content of the plans must relate to the targets of the Strategic Plan. That structure should also be used for future reporting. Contracting Parties, Agreements and memoranda of understanding are encouraged to adopt a similar procedure for planning their own work under the Convention.

39. The Conference of the Parties will set overall programme and budgetary priorities for each triennial period. The Standing Committee will provide guidance on request to the Secretariat and the Scientific Council on how to achieve the Conference of the Parties' priorities, including guidance on budgetary issues and the use of the Convention's limited financial resources. Key partners, including the Agreements negotiated under CMS auspices, will be invited to assist in the Strategic Plan's implementation.

5.2 The role of Contracting Parties

40. Besides participating in the work and meetings of the various Convention bodies, the individual Contracting Parties will play a fundamental role in attaining the targets of the Strategic Plan. While the Secretariat has the function of a driving and coordinating force, in relation to many targets it will have to rely on timely feedback and inputs from the Contracting Parties, such as providing national information on:

- Status of species (e.g., target 1.1), threats to migratory species (1.4), habitats of key importance (2.3), ongoing conservation actions (2.2, 2.4, 2.6 and 2.7) and success of conservation actions (2.7)
- Possible national evaluation systems for measuring conservation success (1.5)
- National impact assessment and environmental impact assessment regulations (2.8)
- Integration of migratory species considerations into national biodiversity strategies (2.9)
- Level of national funding for conservation of migratory species (indicator for Objective 3)
- Possible non-governmental funding sources (4.8).

41. The success of the Plan will also depend on actions taken by the Parties in their countries, such as:

- Following agreed standards for research and reports (1.7)
- Participating in relevant Agreements (2.5)

- Submitting comprehensive and accurate national reports
- Promoting the Convention to relevant national players (3.5)
- Assisting in the recruitment of new Parties (4.1)
- Fostering and enhancing regional capacity (4.7).

5.3 Agreements and memoranda of understanding

42. The Agreements and memoranda of understanding negotiated under the auspices of the Convention are important extensions of CMS conservation work at regional and more specialized levels. They help to achieve the Convention's Goal and Objectives and make important contributions to the total of CMS achievements.

43. To ensure that those daughter instruments are fully integrated and strategically aligned with the Convention, the Agreements and memoranda of understanding should use similar systems for planning and reporting their work. In particular, they are encouraged:

- To develop their own strategic or implementation plans linked, as far as possible, to the Convention's Strategic Plan through a system of cascading logical frameworks which show how their work contributes to the attainment of CMS objectives and targets
- To use an effective national reporting system fully harmonized with the system for the Convention
- To make all their information available through the CMS Information Management System
- To provide, in a timely manner, whatever information and inputs are required for the targets and milestones of the CMS Strategic Plan.

5.4 Monitoring and evaluation

44. Recognizing that strategic planning and monitoring and evaluation are closely interlinked, and that one does not make sense without the other, provisions for monitoring and evaluation have been built into the Strategic Plan and must also be reflected in the associated implementation plans. Monitoring the Strategic Plan's implementation is to take place on three levels:

- **Performance:** measuring the success of the annual activities pursued in order to attain the target
- **Achievement:** measuring our success in relation to reducing pressures on migratory species. This will be done in two ways: through the regular evaluation of the milestones and indicators of individual targets and through the triennial evaluation of the additional, independent key indicators identified for each of the Objectives
- **Impact:** the ultimate, triennial measure of evaluating the status of migratory species through one or more special indices at Goal level (to be developed under Target 1.3).

45. Many of the indicators for the Objectives and Targets require the collection of baseline data at the beginning of the Strategic Plan period. They will mainly require actions by the Secretariat and the Scientific Council, but some inputs will also be needed from Contracting Parties.

5.5 Review of the Strategic Plan

46. The implementation of the Strategic Plan will be reviewed by the Conference of the Parties at its ninth and tenth meetings in the light of the Plan's stated targets, milestones and indicators. The first, mid-term review, will be carried out internally under the leadership of the Standing Committee with inputs from the Scientific Council and the Secretariat. Amendments to the Strategic Plan may at that stage be made in accordance with the findings of the review and any new, external circumstances which may arise.

47. The second, end-of-term review could also be led by the Standing Committee, or, if resources allow, could be an independent, external assessment. The results and recommendations will be an important input for the development of the follow-on Strategic Plan.

48. The Agreements negotiated under CMS auspices will be invited to participate in the review process and to adopt complementary procedures for themselves.

6. LOGICAL FRAMEWORK TABLE

STRATEGIC PLAN 2006–2011

	SUBDIVISION	TARGETS	INDICATORS, MILESTONES
VISION A world which understands, respects and sustains the phenomenon of animal migration as a unique part of our shared natural heritage			
GOAL To ensure the favourable conservation status of migratory species thereby contributing to global sustainability			<ul style="list-style-type: none"> Number of App. I species whose conservation status has improved as indicated by CMS global index (→ target 1.8) Aggregate measure derived from similar top status indicators for all species or species groups covered through Agreements or memoranda of understanding
OBJECTIVE 1 To ensure that the conservation and management of migratory species is based on the best available information			<ul style="list-style-type: none"> Quality improvement of listing proposals, review reports and background papers for recommendations (assessment of underpinning data: how up-to-date, scientifically credible and, where possible, independently refereed)
	Status	1.1 Review of status of and conservation actions for App I and II species published at regular intervals	<ul style="list-style-type: none"> Scientific Council 14: Aquatic mammals, aquatic reptiles, terrestrial mammals, birds, bats, Scientific Council 16: Fishes, invertebrates (butterflies)
		1.2 Up-to-date list of Range States of App I and II species presented to each Conference of the Parties	<ul style="list-style-type: none"> Ninth Conference of the Parties Tenth Conference of the Parties
		1.3 Indices for measuring the status and trends of migratory species at global, regional and national levels developed	<ul style="list-style-type: none"> Scientific Council 14: decision on way forward Ninth Conference of the Parties: draft indicators submitted

	Pressures	1.4 Emerging and existing threats to migratory species and obstacles to migration identified and reviewed at regular intervals and guidelines for appropriate actions developed	<ul style="list-style-type: none"> • Scientific Council 14: Draft guidelines for the most important pressure issues available • Scientific Council 15: Recommendations with respect to the most important pressure issues to ninth Conference of the Parties
	Responses	1.5 Criteria, indicators and guidelines for assessing the success of conservation actions for priority migratory species developed	<ul style="list-style-type: none"> • Scientific Council 14: Review of available evaluation systems • Scientific Council 15: Draft guidelines available • Ninth Conference of the Parties: Guidelines adopted
	Other	1.6 Research and monitoring priorities for App I and II species identified and recommended to appropriate institutions for action	<ul style="list-style-type: none"> • Scientific Council 15: terms of reference set • Scientific Council 16: Priorities identified • Tenth Conference of the Parties: Priorities considered for promotion
		1.7 Standards and effectiveness of commissioned research and CMS published reports improved	<ul style="list-style-type: none"> • 2006: Baseline assessment of three sample reports • Scientific Council 14: Standard system operational • 2011: Quality assessment of three sample reports
		1.8 User-friendly information management system integrating the best available data on migratory species operational and regularly updated	<ul style="list-style-type: none"> • Eighth Conference of the Parties: Decision on future development of IMS, including GROMS, based on review • Scientific Council 14: Documentation of necessary data sources • Proof of updating procedures from all data sources
OBJECTIVE 2 To ensure that migratory species benefit from the best possible conservation measures			<ul style="list-style-type: none"> • Number of App. I species with improved conservation status • Number of App. II species with conservation status maintained or improved • Documentation of migratory species issues being integrated in sectoral policies (provided by national reports) • Number and total area of protected areas benefiting migratory species (national reports)
	All species	2.1 App. I and App. II regularly updated	<ul style="list-style-type: none"> • Ninth Conference of the Parties: listing proposals • Tenth Conference of the Parties: listing proposals

	App. I species	2.2 All species in App. I fully protected throughout their range in Parties	<ul style="list-style-type: none"> • 2006: baseline: legal protection status of every species in every Party Range State
	App. I species	2.3 Habitats of key importance in removing App. I species from danger of extinction conserved, restored and effectively managed	<ul style="list-style-type: none"> • Scientific Council 15: Habitats (or sites as proxies) of key importance for all species identified • Scientific Council 16: Status of those habitats known • Scientific Council 17: Proposal for action ready for tenth Conference of the Parties • Tenth Conference of the Parties: Adoption of proposal • Re-evaluation of conservation status
	App. I: Concerted Action species	2.4 Concerted actions for App. I priority species identified by Conference of the Parties implemented	<ul style="list-style-type: none"> • Scientific Council 14: Evaluation framework and baseline information available • Scientific Council 16: First evaluation of implementation

	App. II species not yet covered by Agreement or memorandum of understanding	2.5 App. II regularly reviewed and opportunities for international collaborative arrangements (incl. agreements) at appropriate scale and resulting in greatest possible conservation gain actively pursued	<ul style="list-style-type: none"> • At least 15 new international collaborative arrangements in place • Scientific Council 14: First entries of CMS App II Agreements table • Scientific Council 15/ninth Conference of the Parties: Review of existing arrangements for birds. Recommendations to Parties for future priorities • Scientific Council 16: Table reviewed and updated • Scientific Council 17/tenth Conference of the Parties: Review of existing arrangements for marine species. Recommendations for priorities • 2006: Asian Houbara Bustard Agreement; Monk Seal MoU; Pacific Islands Cetaceans MoU; Appropriate instrument for Sahelo-Saharan Antelopes; Saiga Antelope MoU; African Atlantic Coast Turtles MoU revitalised; Central Asian Flyway interim coordination mechanism • 2007: Andean Flamingos MoU; Appropriate instruments for (i) Mongolian Gazelle; (ii) Small Cetaceans and Sirenians in West Africa
			<ul style="list-style-type: none"> • 2008: Dugong MoU; Southern South American Grassland Birds MoU; Appropriate instruments for (i) Small Cetaceans of South-East Asia; (ii) African Bats; (iii) Central Asian Flyway; (iv) African-Eurasian Raptors; (v) Gorillas
	All species	2.6 Actions to mitigate the most serious threats to migratory species and obstacles to animal migration initiated or carried out, in particular relating to wind turbines, power lines, by-catch, oil pollution, climate change, disease, invasive species, illegal take	<ul style="list-style-type: none"> • Scientific Council 14: Evaluation of implementation (baseline) • Scientific Council 16: Re-evaluation: at least a 20 per cent increase over baseline

		<p>2.7 The most important key habitats/sites for migratory species in each Range State are protected and connected, where appropriate, through networks of protected areas and corridors</p>	<ul style="list-style-type: none"> • Ninth Conference of the Parties: Guidelines developed and presented by Scientific Council • Tenth Conference of the Parties: Each Party to report on up to 10 most important migratory species sites and their inclusion a network of protected areas and corridors
		<p>2.8 Impact assessments (EIA, system evaluation assessment) required for all development likely to impact migratory species seriously (especially wind turbines and power lines) and special provisions for migratory species included in national EIA regulations and procedures</p>	<ul style="list-style-type: none"> • 2006: First assessment of need for EIA in each Party for wind turbines and power lines and of general provisions in EIA regulations for migratory species • Ninth Conference of the Parties: First assessment of migratory species considerations in Party EIA regulations and procedures
		<p>2.9 Issues affecting migratory species addressed in national biodiversity strategies and action plans</p>	<ul style="list-style-type: none"> • Ninth Conference of the Parties: First evaluation of implementation of guidance by Parties
<p>OBJECTIVE 3 To broaden awareness and enhance engagement in the conservation of migratory species amongst key actors</p>			<ul style="list-style-type: none"> • Number of references to migratory species per year in global news agencies (Reuters, Associated Press, AFP, Spanish services) • Number of references to the Convention in same • Total amount of funding spent by selected countries (Parties, non-Parties, regionally representative) on migratory species conservation
	Parties	<p>3.1 Levels of engagement in and commitment of existing Parties to CMS increased</p>	<ul style="list-style-type: none"> • Response to requests • Level of meeting attendance • Assessed and voluntary contributions • Level of implementation of resolutions and recommendations (national reporting) • 2006: Baseline data collected
	Non-Parties	<p>3.2 Level of engagement in CMS work of priority target non-Parties increased</p>	<ul style="list-style-type: none"> • Proxy indicator: number of countries joining CMS or/and participating in agreements
	Partners	<p>3.3 Number of Partners supporting and participating in the work of CMS increased</p>	<ul style="list-style-type: none"> • 2006: Baseline data (number of partners in CMS and agreements, etc.) collected • References to CMS and Agreements in Partners' work/materials

	Media	3.4 Awareness of key media of CMS and its leading role in the conservation of migratory species enhanced	<ul style="list-style-type: none"> • References to CMS in media • Measuring interactions with web site
	Sectoral groups	3.5 Opinion-leaders of key sectoral groups impacting on migratory species influenced, including by expert advice, through CMS	<ul style="list-style-type: none"> • CMS institutions: Number of engagements with such people • Parties (in national reports): legal references/EIAs referring to CMS or migratory species
	All	3.6 Key information material in appropriate UN languages disseminated to identified target audiences	<ul style="list-style-type: none"> • Brochures in Chinese and Arabic • Measuring interactions with web site • Frequency of updating web site
OBJECTIVE 4 To reinforce the overarching and unifying role of CMS in the conservation and management of migratory species			<ul style="list-style-type: none"> • Number of Contracting Parties to CMS and/or Agreements • Number of signatories to memoranda of understanding • Number of references to CMS in CBD, CITES and Ramsar national reports • Number of references to CMS in annual reports of key partners: IUCN, WWF, BirdLife, Wetlands International, Whale and Dolphin Conservation Society
	Parties	4.1 CMS membership increased by 30 Parties, particularly those which are of high importance for migratory species, and/or for which there is a high priority for securing new agreements	<ul style="list-style-type: none"> • Ninth Conference of the Parties: 20 • Double number of members in Americas and Asia
	Agreements, memoranda of understanding	4.2 Contribution of Agreements and memoranda of understanding towards delivery of the CMS Strategic Plan targets jointly reviewed and appropriate measures developed to deal with any identified gaps	<ul style="list-style-type: none"> • Standing Committee pre-ninth Conference of the Parties: Gaps identified • Ninth Conference of the Parties: Measures developed
	Multilateral environmental agreements and Partners	4.3 Cooperative activities in pursuit of shared targets with relevant multilateral environmental agreements and key partners increased	<ul style="list-style-type: none"> • Number of cooperative activities conducted • Financial volume of those activities
	Corporate identity	4.4 Identity and cohesiveness of the CMS family of instruments strengthened	<ul style="list-style-type: none"> • Agreements as observers on Scientific Council • Combination of logos/branding

	National networks	4.5 CMS national liaison systems or committees established in most Parties	<ul style="list-style-type: none"> • Number of national liaison systems and committees • Ninth Conference of the Parties: Guidelines for CMS Focal Points and Scientific Councillors on how to establish such networks
	Effectiveness	4.6 Effectiveness of CMS' own institutions reviewed and, where necessary, enhanced to ensure fulfilment of its increasing worldwide responsibilities	<ul style="list-style-type: none"> • Eighth Conference of the Parties: Evaluation commissioned • Ninth Conference of the Parties: Decision on recommendation
	Participation	4.7 Regional capacity for participating in CMS implementation activities enhanced, particularly in those regions where CMS is underrepresented	<ul style="list-style-type: none"> • Number of regional meetings and participants • Number of projects supported in region
	Funding	4.8 Extra budgetary funding from a wider range of sources secured for implementation of the CMS Strategic Plan	<ul style="list-style-type: none"> • Amount of funding • Permanent mechanisms established for private-sector fundraising
OPERATIONAL PRINCIPLES		In pursuit of implementing this Strategic Plan, CMS endeavours to adhere, where appropriate, to the identified Operational Principles in all its programmes, projects and activities	
	United Nations principles	OP1 To respect the general principles of the United Nations Charter	
	Synergies with other Conventions	OP2 To cooperate closely with relevant multilateral environmental agreements and key partners to maximise synergies and avoid duplication	
	Sustainable use	OP3 To foster awareness of the concept of sustainable use, and of livelihoods being dependent on migratory species	
	Transfer of resources	OP4 To increase the opportunities for developing countries and countries with economies in transition to contribute to the implementation of the Strategic Plan	
	Project funding	OP5 To spend available project funding in less wealthy countries	
	Co-funding	OP6 To attract at least 50 per cent matching funding for project activities	

	Capacity- building	OP7 To seize opportunities for capacity-building in all activities	
	Involvement of stakeholders	OP8 To involve stakeholders in the implementation of the Strategic Plan	
	Collaboration with Agreements	OP9 To work in ever closer collaboration with the institutions and partners of all CMS Article IV Agreements	