



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

STRATEGIC PLAN FOR 2006 – 2011

Revised Draft

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1. INTRODUCTION

The Convention on Migratory Species (CMS) marked its 25th Anniversary in 2004. As one of the first biodiversity-related Conventions that came into force long before the more comprehensive Convention on Biological Diversity (CBD) it has played, under the aegis of the United Nations Environment Programme (UNEP), a pioneering role in promoting and initiating collaborative conservation and management action on migratory animal species and their fascinating regular seasonal wanderings over large distances across many national boundaries. The phenomenon of these migrations is a unique part of the global natural heritage that can only be conserved through joint efforts of all nations.

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

The period covered by the Strategic Plan includes a significant target date set by the international community and reflected in the CBD's mission statement, namely "*to achieve by 2010 a significant reduction of the current rate of biodiversity loss at the global, regional and national level*", which has also been endorsed by the World Summit on Sustainable Development (WSSD). This 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 Why conserve migratory species?

Of the world's 1.5 million described animal species, an estimated 8,000 - 10,000 migrate. They range from antelopes to fishes, from whales to elephants, from bats to birds. Even insects can cover enormous distances.

Migratory animals are special components of the ecosystems that support all life on earth. Like all species they make vital contributions to the functioning of ecosystems in which they live, be it as pollinators, seed distributors, food sources for other animals and many others. But what makes migratory species particularly special is their predictable movements over often very large distances. These influence the survival of non-migratory species and human communities that rely upon the regular influxes of such migratory animals.

Many migratory species provide the basis for subsistence, recreational and commercial hunting and fishing activities, often serving as an important basis for the livelihoods of local communities. Because of their migratory habits these species, in many instances, represent a shared, seasonally variable resources for human communities far apart. The use of this resource by one community might greatly influence its availability to people in another, often very distant, place.

Because of their migratory habits and the diversity of environments they occupy, many of these animals are good indicators of environmental change. They may link the impact of human-induced environmental modifications in separate regions. And for many people, the regular comings and goings of migratory animals, are a powerful symbolic sign for the seasonality of nature and the passing of yearly cycles.

Migratory species have great significance in many cultures - in legends, stories, religions and medicine. More recently, spectacular gatherings of seasonal migrants have become prime attractions for nature tourists such as bird, turtle and whale watchers.

Migrations of species across national boundaries make international cooperation essential. States in the range of migratory species populations share responsibility for their well-being and survival as they move into, across and beyond their territories.

2.2 Increasing threats to migratory species

In line with its impacts on biodiversity in general, human pressure on migratory animals and their habitats is often intense. This can lead to particularly strong negative impacts on their populations as large numbers of individuals concentrate at certain traditionally used sites. Unsustainable hunting and fishing practices, as well as 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.

Most recent scientific work suggests that the potential impacts of climate change on migratory species are likely to be very substantial. Many habitats important for migrants may be profoundly changed, traditional migratory patterns as a result disrupted or altered and the status of affected species might deteriorate seriously. Overall, it is likely that climate change will become the single most damaging factor on migratory species during the 21st Century.

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 electricity transmission lines, pylons and communication towers. Because of all these factors there is a growing number of migratory species with a serious risk of becoming extinct.

Concerted and coordinated actions on the ground will be needed to address these threats if we want to maintain the free movement of migratory species across national boundaries and continents, thereby ensuring that they continue to contribute to the well-being of ecosystems and human populations. This will require (1) more research to understand the needs of these species, (2) a multitude of conservation measures on the ground, directed towards both the species and their habitats throughout their ranges, and (3) greatly increased awareness of the issues and the need for international cooperation among relevant agencies and decision-makers.

3. THE ROLE OF CMS

3.1 International cooperation

Migratory species are an important part of the biological diversity enjoyed and shared by countries and peoples throughout the world. They are unique because they move between different habitats in different countries at different times. Therefore, migratory species can only be conserved through joint international efforts, linking species- and ecosystem-based approaches at national levels and coordinating them across a migratory range.

To catalyse, foster and support such international collaboration is CMS's field of expertise. Through its various operational tools, CMS establishes obligations for its Contracting Parties to protect the most endangered species, listed on Appendix I, 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 on Appendix II and provides funding for research and conservation projects through its Small Grants Programme.

3.2 Contribution to sustainable development

Many migratory species provide essential ecosystem services that in turn contribute to human well-being in all countries of the world. The conservation and sustainable management of migratory species populations makes an important contribution to the wider aims of global sustainable development.

CMS is committed to assisting its Contracting Parties to move towards a truly sustainable use of natural resources, and supports the implementation of Millennium Development Goal 7 and the Plan of Implementation adopted at the World Summit on Sustainable Development (WSSD) in Johannesburg, 2002. It supports 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 appropriate with the conservation status of a species, providing for the sustainable use of such species.

3.3 Achievements

Under the framework Convention and its associated agreements the CMS family currently extends to more than 110 participating countries, with the number steadily growing.

To date more than 100 species have been listed on CMS Appendix I and over 1000 on Appendix II. Many of them are targets of strict protection measures within Contracting Party Range States, of cooperative activities through CMS agreements, as well as 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, dolphins and whales, marine turtles and seals. Forty-two endangered migratory species have been designated for concerted action. Since 1997, small grants for projects have totalled approximately US\$1.4 million.

3.4 Relationship to other Conventions

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 Wetlands of International Importance, the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) and the Convention on Biological Diversity (CBD) - are complementary and mutually reinforcing. CMS has entered into a number of collaborative relationships with these and other intergovernmental organisations in order to maximise synergies. The CBD, in turn, acknowledges CMS as its lead partner on migratory species conservation.

Increased attention needs to be given to coordinating action, creating synergies and avoiding duplication among the different treaties through for example joint work programmes (JWP), like the CBD-CMS JWP and the CMS-Ramsar Convention JWP.

3.5 Partnerships with other organisations

CMS activities are supported by strong partnerships with intergovernmental and international non-governmental organisations. 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 increasing financial and in-kind support to some of the Convention's specific programmes.

Partnerships with major NGOs help to bring conservation action to 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 needs to be placed on expanding and strengthening these cooperative activities in a more formal manner, such as, for example, through memoranda of cooperation and joint work programmes.

3.6 Key challenges for CMS

The greatest challenges for the conservation of migratory species, as reflected in the objectives of the Strategic Plan, are (1) to have good information on which to base conservation and sustainable use decisions, (2) the need to undertake conservation measures in a coordinated and cooperative way across a migratory range, (3) to widen awareness of the key issues among relevant target audiences and (4) the development and mobilisation of human capacity and financial resources to implement needed conservation measures.

CMS provides a global platform to address the threats to migratory species through a suite of tools that can be tailored to specific situations. It will be critical for CMS to grow its membership better to cover the myriad of migratory pathways that cross the globe. Furthermore, additional financial resources, always a limitation in biodiversity conservation activities, will need to be mobilised to enable not only country-level activities, but coordinated and cooperative migratory range-wide activities as well.

4. STRATEGIC PLAN 2006 - 2011

4.1 Scope and structure

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

4.2 Vision

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

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**

In pursuing this general Goal CMS seeks to strengthen its leading international efforts, on behalf of migratory species, to build the necessary partnerships among countries and a multitude of different national and international institutions to achieve a better conservation status for migratory animals. It also underlines the fact that CMS clearly sees itself as an integral part of a family of international legal instruments directed towards biodiversity conservation and sustainable resource use.

4.4 Objectives

Based on its general remit provided for by the Convention and the expertise acquired over a quarter of a century CMS pursues four main objectives. While the first three are basically directed towards the mitigation of 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 scientific information**

In view of the complex issues relating to migratory species the availability of good scientific information 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 documenting the status of species and species groups, the pressures acting on biodiversity and the effectiveness of our responses to reduce these threats.

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

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

A series of legal instruments are available under the framework Convention to achieve this: Agreements, Memoranda of Understanding and Action Plans. The *nine targets* of this objective are directed towards the different actions required in relation to the different categories of species recognised 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, as well as some general threats that are of particular concern for migratory species.

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

Cooperation between nations can only be achieved if relevant decision-makers and opinion-leaders 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 these problems to the attention of selected key target audiences. The identified *six targets* deal with these 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 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**

Eight ‘internal’ *targets* are identified under this “enabling” objective aimed at strengthening the work of the Convention, increasing its effectiveness and efficiency and establish a better corporate identity between 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 the implementation of 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 handed to its implementing bodies by the Parties, the future financing of the Convention’s programmes and the need for diversifying the sources of income are a main challenge for the next six years.

4.5 Targets and milestones

The targets listed in the *Annex* are the backbone of this 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 (mainly relating to the meetings of the Scientific Council and the Conference of the Parties). Where targets are not measurable in themselves, proxy indicators are provided.

4.6 Operational Principles

In addition to the targets, eight cross-cutting issues have been identified which, in the pursuit of implementing the Strategic Plan, will be adopted as Operational Principles in all activities where appropriate. They reflect the Convention's fundamental working philosophy – namely to foster cooperation, create partnerships, involve all stakeholders, build capacity and channel resources from more affluent countries to less wealthy regions.

5. IMPLEMENTATION

5.1 Implementation Plans

The successful implementation of this Strategic Plan is dependent on contributions made by the Contracting Parties individually, the Conference of the Parties, the Standing Committee, the Scientific Council and the Secretariat, as well as by the Agreements and MoUs developed under the auspices of the Convention. Each of these constitutional players must be aware of the role they play and the specific tasks they need to 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. Structure and content of the plans must relate to the targets of the Strategic Plan. This structure should also be used for future reporting. Contracting Parties, Agreements and MoUs are encouraged to adopt a similar procedure for planning their own work under the Convention.

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 COP's priorities including guidance on budgetary issues and the use of 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 Monitoring & Evaluation (M&E)

Recognising that Strategic Planning and M&E are closely interlinked and that one does not make sense without the other, provisions for M&E 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 (1) the regular evaluation of the milestones and indicators of individual targets and (2) the triennial evaluation of the additional independent key indicators identified for each of the Objectives.

Impact: ultimate triennial measure of evaluating the status of migratory species through one or more special indices on Goal level (to be developed under Target 1.3).

Many of the indicators for the Objectives and Targets require the collection of *base line 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 necessary from Contracting Parties.

5.3 Review of the Strategic Plan

The implementation of this Strategic Plan will be reviewed by the Ninth and Tenth Meetings of the Conference of the Parties, in the light of the Plan's stated targets, milestones and indicators. The first one, a *mid-term review*, will be done internally under the leadership of the Standing Committee with inputs from the Scientific Council and the Secretariat. Amendments to the Strategic Plan can at this stage be made in accordance with the findings of the review and new external circumstances that might have arisen.

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

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

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Convention on the Conservation of Migratory Species of Wild Animals

STRATEGIC PLAN 2006 - 2011

	SUB-DIVISION	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 (→ <i>target 1.8</i>) • Aggregate measure derived from similar top status indicators for all species or species groups covered through Agreements or MoUs
OBJECTIVE 1 To ensure that the conservation and management of migratory species is based on the best available scientific 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"> • ScC 14: Aquatic mammals, aquatic reptiles, terrestrial mammals, birds, bats, • ScC 16: Fishes, invertebrates (butterflies)
		1.2 Up to date list of Range States of App I and II species presented to each COP	<ul style="list-style-type: none"> • COP 9 • COP 10

	SUB-DIVISION	TARGETS	INDICATORS, MILESTONES
		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"> • ScC 14: decision on way forward • COP 9: draft indicators submitted
	Pressures	1.4 Reviews of major threats to migratory species and obstacles to migration completed at regular intervals and guidelines for appropriate actions developed	<ul style="list-style-type: none"> • ScC 14: Hunting & by-catch drafts available • ScC 15: Hunting & by-catch recommendations to COP 9 • ScC 14:
	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"> • ScC 14: Review of available evaluation systems • ScC 15: Draft guidelines available • COP 9: 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"> • ScC 15: ToR set • ScC 16: Priorities identified • COP 10: Priorities considered for promotion
		1.7 Standards and effectiveness of commissioned research and CMS published reports improved	<ul style="list-style-type: none"> • 2006: Base line assessment of 3 sample reports • ScC 14: Standard system operational • 2011: Quality assessment of 3 sample reports
		1.8 User friendly information management system integrating the best available data on migratory species operational and regularly up-dated	<ul style="list-style-type: none"> • COP 8: Decision on future development of IMS, incl. GROMS based on review • ScC 14: Documentation of necessary data sources • Proof of up-dating 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 cooperative action 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 PAs benefiting migratory species (national reports)
	All species	2.1 App. I and App. II regularly up-dated	<ul style="list-style-type: none"> • COP 9: listing proposals • COP 10: 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: base line: legal protection status of every species in every Party range state

	SUB-DIVISION	TARGETS	INDICATORS, MILESTONES
	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"> • ScC 15: Habitats (or sites as proxies) of key importance for all species identified • ScC 16: Status of these habitats known • ScC 17: Proposal for action ready for COP 10 • COP 10: Adoption of proposal • Re-evaluation of conservation status
	App. I: Concerted Action species	2.4 Concerted actions for App I priority species identified by COP implemented	<ul style="list-style-type: none"> • ScC 14: Evaluation framework and baseline information available • ScC 16: First evaluation of implementation
	App. II species not yet covered by Agreement or MoU	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"> • International collaborative arrangements in place for 50 percent of Cooperative Action species • ScC 14: First entries of CMS App II Agreements table • ScC 15/COP 10: Recommendations for priorities • ScC 16: Table reviewed and up-dated • ScC 17/COP 11: Recommendations for priorities • 2006: Houbara Bustard Agreement; MoU on South Pacific Cetaceans; Appropriate instrument for Sahelo-Saharan Antelopes • 2007: MoU on Small Cetaceans and Sirenians of Central and West Africa (Rec. 7.3); Dugong Agreement (Rec. 7.5); Appropriate instrument for Whale Shark; Appropriate instrument for Snow Leopard • 2008: Appropriate instrument for Small Cetaceans and Dugongs of Southeast Asia and Adjacent Waters (Rec. 7.4); Appropriate instrument for Bats
	All species	2.6 Actions to mitigate 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, invasives, illegal take	<ul style="list-style-type: none"> • ScC 14: Evaluation of implementation (baseline) • ScC 16: Re-evaluation: at least 20% increase
		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	<ul style="list-style-type: none"> • 2006: Each Party to report on up to 10 most important migratory species sites as proxies and their inclusion a network • COP 9: 50% • COP 10: 100%

	SUB-DIVISION	TARGETS	INDICATORS, MILESTONES
		2.8 Impact assessments (EIA, SEA) required for all development likely seriously to impact migratory species (esp. wind turbines and power lines) and special provisions for migratory species included in national EIA regulations and procedures	<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 • COP9: First assessment of migratory species considerations in Party EIA regulations and procedures
		2.9 Issues affecting migratory species addressed in national biodiversity strategies and action plans	<ul style="list-style-type: none"> • COP 9: First evaluation of implementation of guidelines by Parties
OBJECTIVE 3 To broaden awareness and enhance engagement in the conservation of migratory species amongst key actors			<ul style="list-style-type: none"> • Number of references to migratory species per year in global news agencies (Reuters, AP, AFP, Spanish) • Number of references of the Convention in same • Total amount of funding spent by selected countries (Parties, non-Parties, regionally representative) on migratory species conservation
	Parties	3.1 Levels of engagement and commitment of existing Parties in CMS increased	<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: Base line data collected
	Non-Parties	3.2 Level of engagement in CMS work of priority target non-Parties increased	<ul style="list-style-type: none"> • Proxy indicator: number of countries joining CMS or/and participating in agreements
	Partners	3.3 Number of Partners supporting and participating in the work of CMS increased	<ul style="list-style-type: none"> • 2006: Base line data (number of partners in CMS and agreements etc) collected
	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

	SUB-DIVISION	TARGETS	INDICATORS, MILESTONES
	All	3.6 Key information material in appropriate UN languages disseminated to identified target audiences	<ul style="list-style-type: none"> • Brochure in Chinese and Arabic • Measuring interactions with web-site • Frequency of up-dating web-site
OBJECTIVE 4 To reinforce CMS's overarching and unifying role 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 MoUs • 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 Int., WDCS
	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"> • COP 9: 20 • Double number of members in Americas and Asia
	Agreements, MoUs	4.2 Contribution of Agreements and MoUs 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"> • StC pre-COP 9: Gaps identified • COP 9: Measures developed
	MEAs and Partners	4.3 Cooperative activities in pursuit of shared targets with relevant MEAs and key partners increased	<ul style="list-style-type: none"> • Number of cooperative activities conducted • Financial volume of these 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 ScC • Combination of logos/branding
	National networks	4.5 CMS national liaison systems or committees established in a majority of Parties	<ul style="list-style-type: none"> • Number of national liaison systems and committees • COP 9: Guidelines for CMS Focal Points and Scientific Councillors on how to establish such networks
	Effectiveness	4.6 Effectiveness of CMS's own institutions reviewed and, where necessary, enhanced to ensure fulfilment of its increasing worldwide responsibilities	<ul style="list-style-type: none"> • COP 8: Evaluation commissioned • COP 9: Decision on recommendation
	Participation	4.7 Regional capacity for participating in CMS implementation activities enhanced, particularly in those regions where CMS is under-represented	<ul style="list-style-type: none"> • Number of regional meetings • Number of projects supported in region

	SUB-DIVISION	TARGETS	INDICATORS, MILESTONES
	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
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	
	UN principles	OP1 Respect the general principles of the UN throughout all phases of implementation of the Strategic Plan	
	Synergies with other Conventions	OP2 Cooperate closely with relevant MEAs and key partners and capture synergies in pursuit of shared targets	
	Sustainable use	OP3 Foster awareness of the concept of sustainable use, and ensure any use of migratory species is sustainable	
	Transfer of resources	OP4 Increase the opportunities for developing countries and countries with economies in transition to contribute more actively to the implementation of the Strategic Plan	
	Project funding	OP5 Spend available project funding in developing countries and countries with economies in transition	
	Co-funding	OP6 Attract at least 50% matching funding for project activities	
	Capacity building	OP7 Seize opportunities for capacity building in all activities, particularly of young professionals	
	Involvement of stakeholders	OP8 Involve relevant stakeholders, including in particular all concerned ministries and agencies of Party Governments, in the implementation of the Strategic Plan and make them aware of the goals of the Convention	