

Agenda Item 16.2

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**Independent Analysis on Common
Services and Synergies in the
CMS Family**

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Convention on the Conservation of Migratory Species of Wild Animals

Secretariat provided by the United Nations Environment Programme



44th Meeting of the Standing Committee

Bonn, Germany, 14 - 15 October 2015

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INDEPENDENT ANALYSIS ON COMMON SERVICES AND SYNERGIES IN CMS FAMILY

(prepared by an Independent Consultant)

Summary

In accordance with CMS Resolution 11.3 this document is the independent analysis and report on the legal, financial, operational, and administrative implications of actions to enhance synergies, such as through sharing services in common service areas to the decision-making bodies of the wider CMS family before the 44th Meeting of the CMS Standing Committee and COP12 in order to establish their benefits and disadvantages.

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**CONVENTION ON
MIGRATORY
SPECIES**



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**Implications of actions to enhance
synergies:
An independent analysis and report**

**A report for the Secretariat of the Convention on the
Conservation of Migratory Species of Wild Animals**

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List of abbreviations

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
AEWA	Agreement on the Conservation of African-Eurasian Migratory Waterbirds
AFMU	Administrative and Fund Management Unit
ASCOBANS	Agreement on the Conservation of Small Cetaceans in the Baltic, North East Atlantic, Irish and North Seas
AUD	Australian Dollar
CBD	Convention on Biological Diversity
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CMS	Convention on the Conservation of Migratory Species of Wild Animals
COP	Conference of the Parties
EUR	Euro
EUROBATS	Agreement on the Conservation of Populations of European Bats
FTE	Full-time equivalent
GRASP	UNEP Great Apes Survival Partnership
IOSEA Turtles MOU	Indian Ocean Southeast Asian Marine Turtle Memorandum of Understanding
MOP	Meeting of the Parties
MOS	Meeting of the Signatories
MOU	Memorandum of Understanding
StC	Standing Committee
TC	Technical Committee
UAE	United Arab Emirates
UK	United Kingdom of Great Britain and Northern Ireland
UNEP	United Nations Environment Programme
USD	United States Dollar

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Executive Summary

This study responds to Resolution 11.3 of the Conference of the Parties (COP) to the Convention on the Conservation of Migratory Species of Wild Animals (CMS), which requested an independent analysis and report on the legal, financial, operational, and administrative implications of actions to enhance synergies, such as through sharing services in common service areas. It focuses on the secretariat services provided among the CMS Family of instruments.

The CMS Family has developed significantly since 1979 and now comprises eight international treaties and 19 Memoranda of Understanding (MOUs). Secretariat services for the international treaties are provided through seven Secretariats of which four are co-located in Bonn (CMS, AEWA, ASCOBANS, EUROBATS) and three are located elsewhere (ACCOBAMS: Monaco; ACAP: Hobart, Australia; Wadden Sea Seals Agreement: Wilhelmshaven, Germany). Secretariat services for most MOUs are provided through the CMS Secretariat, with two specific offices located in Abu Dhabi and Bangkok.

It is deemed useful to distinguish, for the purposes of this study, between non-institutionalized efforts to enhance synergies and a more institutionalized sharing of services. The Secretariats of the CMS Family have successfully cooperated in a non-institutionalized way on several specific projects. Such non-institutionalized cooperation is to be distinguished from a sharing of services involving the establishment of joint units based on a joint programme of work and joint planning. Experience in this respect is limited to the joint CMS/AEWA communications, information management and outreach unit piloted since 2014. The merging of the ASCOBANS Secretariat functions into the CMS Secretariat since 2006 may be considered to have a similar effect, but took a different form (namely an actual merger), that is not currently under consideration for other cases. Administrative services for the Bonn-based Secretariats are shared through and within UNEP. Additional common service areas generally pursued by each Secretariat (to varying extents) include capacity-building, implementation support, fund-raising, IT, translation and the organization of meetings. Non-institutionalized efforts and a sharing of services do not strictly constitute alternatives, but possess complementary potential.

Implications

Legal implications. Whereas no significant legal requirements exist for continued and potentially intensified non-institutionalized efforts at enhancing synergy, more far-reaching actions to enhance synergies, such as a sharing of services, require cooperation and agreements by the respective governing bodies of the CMS Family instruments involved as well as appropriate cost- and time-sharing arrangements. Although possibly politically demanding, there are no principal legal impediments to achieving such arrangements and no treaty changes would be required. Particular impediments for

creating synergies and sharing services arise between Secretariats following different administrative legal frameworks (staff regulations, fund management). Such differences constitute a sizeable obstacle to a sharing of services with the non-Bonn based Secretariats¹, but do not exist in the case of the Bonn-based Secretariats under the auspices of UNEP.

Financial implications. The data available do not allow us to develop firm and reliable scenarios and calculations of the potential for enhancing cost-effectiveness through sharing of services. However, existing experience especially with the sharing of services among the Basel, Rotterdam and Stockholm Conventions suggests that a limited but significant potential for enhancing cost-effectiveness exists. A sharing of all relevant services among the Bonn-based CMS Family Secretariats may thus allow to redirect resources, for example to implementation support and capacity building, possibly up to a total of EUR 125,000-165,000 per year for a comprehensive sharing of services. The realization of this potential would depend on the extent of the sharing of services and would likely materialize fully only in the mid to long term, due to adaptation costs arising during the transition (training, restructuring, etc.) and time required to bring the required adaptations to fruition. The efficiency and performance gains underpinning the potential for enhanced cost effectiveness pertain especially, but not exclusively, to a sharing of services (rather than non-institutionalized synergy efforts). In any event, increased cost effectiveness resulting from enhanced synergies cannot justify absolute budget reductions, given existing work overload and high demands by Parties, including for increased support for implementation activities.

Operational and administrative implications. Actions to enhance synergies have a significant potential for efficiency and performance gains, in particular through enabling specialization and reducing double-work (“economies of scale”), increasing resilience and facilitating coordination and overarching strategy. The resulting improved structures and services have independent added value beyond related increases in cost effectiveness. This potential has to be seen alongside risks and challenges especially during the transitional period, including “soft” issues (re-calibration of procedures, networks, job roles, etc.), ensuring continued staff motivation, demand for (joint) human resource management and distributional effects. Clear political guidance and a joint vision of the main stakeholders are a prerequisite for preventing the risk of significant operational disturbances or even failures during the transition, and proactive, careful and collaborative “change management” would be required. The research undertaken for this study has revealed that major challenges exist in this respect. A sharing of services entails a significant additional potential for both benefits and risks/drawbacks when compared with non-institutionalized synergy efforts.

Overarching implications. Actions to enhance synergies can help enhance the external visibility and environmental effectiveness of the CMS Family (including through

¹ Together with a potential net financial loss, as these Secretariats receive specific benefits from their host countries that might exceed those available to Bonn-based Secretariats.

improving services). Whereas a considerable part of the related potential of non-institutionalized efforts regarding synergies is already pursued, a sharing of services possesses additional potential. Greater visibility of the Family does not need to come at the expense of the individual identities of its agreements as both may be enhanced concurrently. Finally, actions to enhance synergies, especially common services, strongly resonate with general policy guidance provided by other multilateral environmental fora, such as the United Nations Environment Assembly and the 2012 United Nations Conference on Sustainable Development.

Policy options and recommendations

Focus on Bonn-based Secretariats: Any further actions to enhance synergies and especially to create common services may, at least in the medium term, best focus on the Bonn-based Secretariats already under the umbrella of UNEP, since extending such actions to Secretariats elsewhere faces considerable administrative and practical hurdles and uncertain financial implications at best.

Provision of political mandate: A clear political mandate from the Parties could greatly help create certainty among, and provide clear directions (objectives) to, those concerned. It would thus improve the conditions for successful implementation of actions to enhance synergies, regardless of the form adopted (i.e. institutionalized vs. non-institutionalized).

Parties may wish to consider **three general policy options** for pursuing further synergies and their implications (see Table ES).

Option 1: non-institutionalized efforts at enhancing synergies. This option would entail no (further) sharing of services among the CMS Family Secretariats, but continued and potentially intensified non-institutionalized efforts. Leaving the existing operations of the Secretariats essentially unchanged and building incrementally on existing initiatives, this option would not carry high risks or evoke significant disadvantages. At the same time, it would forego the existing potential for reaping additional benefits.

Option 2: stepwise sharing of services. This option would entail the stepwise further implementation and further expansion of common services. In addition to the existing joint CMS/AEWA communications, information management and outreach unit, further joint units for suitable areas such as conference services, capacity-building or implementation support could be created in a stepwise process over time. This process could also explore scope for further integration at a more substantive level (e.g. scientific expertise, certain groups of species or regions). It may allow Parties to reap increasing benefits over time while controlling and managing adaptation costs.

The Secretariats involved could most suitably jointly, possibly with participation of UNEP, develop a proposal including for a concrete order of further services to be shared. This would help ensure that appropriate cooperative arrangements (human resources, work programme, etc.) can be made with the participation of all concerned. Concrete data on the baseline allocation of resources in the participating Secretariats, and scenarios for the building of joint units on that basis, should be collected, developed and considered together.

The process could be established through decisions of the governing bodies of the participating agreements. A need to convince key stakeholders can be anticipated. The overall process may extend until the end of this decade.

Option 3: immediate implementation of all relevant shared services in one step.

This option would consist of the immediate full sharing of all relevant Secretariat services (among the Bonn-based Secretariats) through the creation of several suitable joint service units at the same time. Option 3 might hold the promise to exploit the potential for benefits the soonest, but it also entails the highest risk of creating operational dysfunctions and disruptions on the way to realizing these benefits (e.g. staff motivation and re-orientation). It would put very high demands on proactive change management and require a shared vision and understanding among major stakeholders – a requirement that is not easily fulfilled. Most of the process elements referred to under option 2 above would also be relevant for option 3, including the need to convince key stakeholders.

Both options 2 and 3 would call for **a common understanding by the main stakeholders and proactive participatory change management**. Clear arrangements (e.g. regarding cost-sharing, programmes of work, and management/oversight of joint units) should best be agreed by the Secretariats involved. Both options could complement option 1 rather than forming an alternative.

Furthermore, Parties may wish to consider establishing a process for **monitoring and reporting** to help manage the transition in case they choose either option 2 or option 3. The Executive Secretaries involved could be requested to jointly report back to the Parties on progress and on any issues arising, e.g. on an annual basis. In the interim, the Executive Secretaries could develop and review arrangements in close consultations with the chairs (and vice-chairs) of the Standing Committees. Performance and other relevant aspects could regularly (e.g. every two to three years) be assessed by means of a survey among Parties and the Secretariats.

All things considered, option 2 provides the greatest additional potential for enhancing synergies within the CMS Family, while allowing Parties to address potential disadvantages and manage concomitant risks, provided that clear direction is offered and

that a common vision and understanding by all key stakeholders and appropriate change management can be ensured.

Table ES: Implications of Options for Further Enhancing Synergies among the CMS Family

Implications	Option 1 (non-institutionalized efforts)	Option 2 (stepwise sharing of services)	Option 3 (immediate sharing of services)
Legal implications	<ul style="list-style-type: none"> No serious legal requirements (already ongoing) 	<ul style="list-style-type: none"> Inter-secretariat arrangements required (cost-sharing, etc.) Decisions by governing bodies required 	<ul style="list-style-type: none"> Inter-secretariat arrangements required (cost-sharing, etc.) Decisions by governing bodies required
Financial implications	<ul style="list-style-type: none"> Modest/low financial implications (gains and costs) 	<ul style="list-style-type: none"> Additional cost effectiveness potential (stepwise realization) Costs of restructuring can reduce cost effectiveness gains (spread over transition) 	<ul style="list-style-type: none"> Additional cost effectiveness potential (immediate realization) Costs of restructuring can reduce cost effectiveness gains (immediate realisation)
Operational and administrative implications	<ul style="list-style-type: none"> Significant potential to enhance performance (much already realised) Low level of risks or operational malfunctioning 	<ul style="list-style-type: none"> Additional potential to enhance performance/efficiency Modest level of risks/operational malfunctioning Requires acting in concert and careful management 	<ul style="list-style-type: none"> Additional potential to enhance performance/efficiency Significant/high level of risks/operational malfunctioning Requires acting in concert and careful management
Overarching implications	<ul style="list-style-type: none"> Potential to increase effectiveness and external visibility (much already realized) In line with global policy direction 	<ul style="list-style-type: none"> Additional potential to increase effectiveness and external visibility Strongly in line with global policy direction 	<ul style="list-style-type: none"> Additional potential to increase effectiveness and external visibility Strongly in line with global policy direction

Source: derived from section 3.

1. Introduction

Background and mandate. The Conference of the Parties (COP) to the Convention on the Conservation of Migratory Species of Wild Animals (CMS), at its 11th Meeting in Quito, Ecuador, in November 2014, adopted Resolution 11.3 on “Enhancing Synergies and Common Services among CMS Family Instruments”. The Resolution requests an independent analysis and report on the legal, financial, operational, and administrative implications of actions to enhance synergies, such as through sharing services in common service areas to the decision-making bodies of the wider CMS Family.² This study has been prepared in response to this request. Whereas first contacts and discussions date back to the end of March 2015, the study was eventually conducted from June to August 2015.

On the one hand, Resolution 11.3 and this study build upon previous efforts at enhancing synergies and improving the governance process of the CMS Family instruments, such as the “Inter-Sessional Future Shape Process”, a process to discuss the “Future Shape” of the CMS Family conducted from 2008 to 2012, and the pilot phase on common communication, information and outreach services between the Secretariats of the CMS and of the Agreement on the Conservation of African-Eurasian Migratory Waterbirds (AEWA) initiated in 2014 (see also section 3.1).

On the other hand, the ongoing efforts to enhance synergies within the CMS Family form part of a broader move, at the global level, to enhance international environmental governance. Thus, UNEP has worked on the clustering of multilateral environmental agreements in order to promote efficiency and effectiveness in international environmental governance since at least 2001.³ In 2010 UNEP established its Environmental Governance Subprogramme, aimed at, among other things, strengthening synergies. Moreover, the main outcome document of the UN Conference on Sustainable Development held in Rio in 2012 – “The Future We Want” – calls for greater synergies and coherence to avoid duplication and unnecessary overlaps within the UN system, while recognizing the progress in promoting synergies among the Basel, Stockholm and Rotterdam Conventions achieved since 2005.⁴ Finally, the United Nations Environment Assembly, at its first session (2014), adopted several resolutions which call for synergies (see also section 3.6 below).

Methodology and sources. Since enhancing synergies among different multilateral environmental agreements can have various meanings, it is important to establish upfront the use of this concept for the purposes of this study. To start with, the term “synergies” may, according to the Oxford Dictionary, be understood as “interaction or cooperation of

² In this study, the term “CMS Family” is used to describe the ensemble comprised by CMS itself and its various daughter agreements and memoranda of understanding.

³ See, e.g., Oberthür, 2002, p. 318; Nanda, 2013, p. 550.

⁴ Paragraphs 79 and 89.

two or more organizations, substances, or other agents to produce a combined effect greater than the sum of their separate effects”⁵. Furthermore, the Parties to CMS have, in COP Resolution 11.3 and its accompanying process, focused on synergies among the Secretariats of the CMS Family and the services they provide – as indicated by the highlighting of “sharing services in common service areas”. Accordingly, this study focuses on the secretariat services provided within the CMS Family.

Actions to enhance synergies regarding the secretariat services of the CMS Family may span a broad range from better informal coordination to a full “merger” of services and Secretariats. In accordance with the mandate of Resolution 11.3, the analysis in this study puts a particular focus on the sharing of services (rather than a full merger of Secretariats), while also exploring non-institutionalized collaborative actions, as indicated.

Against this backdrop, this study has employed a number of sources in qualitatively assessing the various implications of further actions to enhance synergy, including in particular:

- Analysis of existing experience within the CMS Family as well as among other multilateral environmental agreements (in particular among the Basel, Rotterdam and Stockholm Conventions);
- Literature on existing relevant experience from the private and domestic public sectors;
- Established policy within the CMS Family and global environmental governance more broadly as reflected in relevant documents;
- Interviews with selected key stakeholders.

The interviews with selected key stakeholders were conducted in person, by Skype or by telephone in June, July and August 2015 based on a list provided by the CMS Secretariat. A list of interviewees and interviews is provided in section 5. Interviews were semi-structured, i.e. they followed a loose guide of main questions in an attempt to collect information on major implications as perceived by interviewees.

Section 5 provides further, more detailed information on the sources used for this study.

A draft of this study was shared with relevant stakeholders (including members of Standing Committees as well as secretariats of the CMS Family) for their comments in two steps. After the recipients had been given advance notice, draft sections 1 to 3 were sent out on 19 August and a draft of section 4 on 25 August 2015 with a deadline of one week for providing comments. A variety of comments were received as reflected in Annex 2. They resulted (in combination with our own internal review) in a number of smaller corrections and modifications, including the nuancing of several arguments

⁵ See ‘Synergy, n’ (Oxford English Dictionary Online, Oxford University Press 2015) <<http://www.oxforddictionaries.com/definition/english/synergy>> accessed 27 July 2015.

throughout section 3. Furthermore, they led to several more far-reaching, substantive revisions, including:

- The insertion of further information on non-institutionalized collaborative actions to enhance synergies as well as some of the other existing initiatives already included in section 3.1;
- The insertion of a new section 3.2 with an overview of common service areas among the Secretariats of the CMS Family and in particular those based in Bonn and the introduction of two principal approaches or options to enhancing synergies (ad hoc project based coordination and the sharing of services);
- The inclusion of further information on (1) possible financial benefits and (2) the example of the Basel, Rotterdam and Stockholm Conventions (and its comparability) in section 3.4 (old section 3.3).
- An adaptation and nuancing of the main findings discussed in section 4, including the substantial elaboration of the three main options presented.

The Executive Summary was not circulated for comments and was prepared by the authors in their own responsibility after the finalization of the main text. We would like to thank sincerely all those who provided comments on the draft report and hope that the resulting revisions have improved the final product.

Structure of the study. The study proceeds in three main parts. Section 2 provides an overview of the CMS Family, focusing on the analysis of the relevant administrative arrangements regarding its treaties and memoranda of understanding. On this basis, section 3 proceeds to the analysis of legal, financial, operational, and administrative implications of actions to enhance synergies. Given that there is a significant overlap between operational and administrative aspects, their discussion is combined. Furthermore, a category of overarching implications is introduced in order to capture implications that cut across more than one of the aforementioned categories and cannot be easily allocated to one of them. Finally, section 4 of the study summarizes the main findings and results and elaborates on three general options.

2. Overview of CMS and its Family

This section presents basic information on CMS and its Family relevant to the issue at hand as of mid-2015. The next subsection addresses CMS itself. Subsection 2.2 presents information on the seven international treaties adopted under CMS to date, before subsection 2.3 turns to the 19 existing memoranda of understanding (MOUs).

2.1 *The Convention on Migratory Species (CMS)*

CMS was adopted on 23 June 1979, in Bonn, Germany (and thus is also known as the “Bonn Convention”), and entered into force on 1 November 1983. Although at first facing delays in its implementation,⁶ it has gained traction over the years and has spawned a web of independent, but closely related, daughter agreements and MOUs.

The above-mentioned “web” is a result of the way CMS was devised. It is a framework agreement which relies on appendices for expanding or changing its commitments over time. Appendix I lists the migratory species which are endangered and hence subject to various restrictions, most notably the prohibition of their taking. Appendix II contains a list of species with an unfavourable conservation status, which require international agreements for their conservation and management, as well as those with a favourable conservation status which could nevertheless significantly benefit from international cooperation. Consequently, Parties are encouraged, as per Article IV of CMS, to conclude agreements benefiting species listed in Appendix II, as well as agreements on any geographically separate part of the population “of any species or lower taxon of wild animals”. Therefore, CMS is “deliberately designed to spawn new agreements”.⁷

Whereas CMS was originally deemed to aim at the conclusion of international treaties,⁸ Parties later on interpreted it as providing also for the conclusion of MOUs not governed by international law.⁹ Which type of agreement is employed is largely a practical decision, which is based on, among other things, the history of cooperation among the parties involved.¹⁰ Existing treaties and MOUs are discussed in greater detail in sections 2.1 and 2.2.

According to CMS Article IX.2, the Secretariat for CMS is provided by the Executive Director of UNEP. Therefore, in 1984, UNEP’s Governing Council, through decision 12/14 (Section IV), agreed to the establishment of a provisional Secretariat in

⁶ Sidhu, 2011, p. 224.

⁷ Lanchbery, 2006, p. 166.

⁸ Herein understood in accordance with the 1969 Vienna Convention on the Law of Treaties as an international agreement governed by international law and concluded in written form between States. See also Birnie, Boyle and Redgwell, 2009, p. 693.

⁹ CMS COP Resolution 2.6, 1988.

¹⁰ Lanchbery, 2006, p. 167.

Bonn until a final decision by the COP to CMS. At the first COP in 1985, the Parties agreed, through Resolution 1.3, to have the Secretariat in Bonn and to review these arrangements at the following COP. The Secretariat ultimately remained in Bonn. A Headquarters Agreement between the Federal Republic of Germany, the United Nations and the CMS Secretariat was concluded in 2002.¹¹

In the literature, the CMS Secretariat has been considered as small and underfunded.¹² It currently has a staff of 22.17 full-time equivalents (FTE) in Bonn.¹³ It also has five full-time staff in a Project Office based in Abu Dhabi, United Arab Emirates, in charge of two MOUs, one full-time staff member in its Project Office in Bangkok, in charge of another MOU (who is on a one-year sabbatical leave from October 2014) (see section 2.3).

The Secretariat relies for its funding on Parties' contributions to the core budget, as well as on voluntary contributions aimed at specific projects. Budgets are triennial, with the current one, approved at the last CMS COP in 2014, amounting to about EUR 7.44 million for the three-year period 2015-2017.¹⁴

The working languages for the Secretariat and the COP meetings are English, French and Spanish.

Hosted by UNEP, the Secretariat follows UN budget and staff regulations and is subject to the general 13% charged as per standard UN Secretariat practices on Programme Support Costs. Being within the UNEP structure gives the Secretariat, among other things, access to UNEP infrastructure, as well as broader operational support, such as is the case for payment and contracting operations, which are performed through UNEP's Administrative and Fund Management Unit established in Bonn in July 2000.¹⁵

In terms of governing bodies, CMS, in addition to the COP, possesses a Standing Committee (StC) and a Scientific Council. The StC focuses on performing tasks such as the monitoring of budget execution, making recommendations to the COPs, and providing guidance to the Secretariat in the implementation of the Convention¹⁶. The Scientific Council provides advice on scientific matters to the COPs and to the StC¹⁷.

¹¹ In the meantime, Germany applied basic UN privileges to the Secretariat and the CMS Secretariat enjoyed *de facto* legal personality in Germany, based on an exchange of *Notes Verbales* between the Federal Republic of Germany and UNEP. See Report of the 22nd meeting of the CMS Standing Committee, 2000, item 5.2. See also CMS Secretariat, UNEP/CMS/Conf.6.14.1, 1999.

¹² Birnie, Boyle and Redgewell, 2009, p. 681.

¹³ This number takes into account a new Administration and Fund Management Officer who entered duty as of August 2015; it does not take into account a joint CITES/CMS Officer, funded by Germany, whose time-sharing arrangements are scheduled to change in October 2015.

¹⁴ See CMS COP Resolution 11.1, 2014.

¹⁵ The Administrative and Fund Management Unit is financed through the Programme Support Costs collected from the CMS Family instruments; see also section 3.1. Working with UNEP also entails further benefits for the Bonn-based Secretariats such as access to UNEP's administrative, procedural and institutional experience, as well as programmatic support and technical assistance.

¹⁶ See CMS COP Resolution 2.5, 1988.

¹⁷ See Convention on the Conservation of Migratory Species of Wild Animals, 1979, Article VIII.

As of October 2015, CMS has 122 Parties.¹⁸ Although comprising most of the members of the UN, important countries, from the point of view of migratory species conservation, are not Parties to it, such as the Russian Federation, China, Japan, the United States and Canada.¹⁹

2.2 Other Treaties within the CMS Family

In addition to CMS, the CMS Family comprises seven treaties (see Table 1). Each of these has its own specific institutional and secretariat arrangements. Relevant aspects of these agreements are addressed in the following, proceeding in chronological order.

Table 1: Treaties in the CMS Family

Abbreviation (year)	Full name of treaty
CMS (1979)	Convention on the Conservation of Migratory Species of Wild Animals
Wadden Sea Seals (1990)	Agreement on the Conservation of Seals in the Wadden Sea
EUROBATS (1991)	Agreement on the Conservation of Populations of European Bats
ASCOBANS (1992)	Agreement on the Conservation of Small Cetaceans in the Baltic, North East Atlantic, Irish and North Seas
AEWA (1995)	Agreement on the Conservation of African Eurasian Migratory Waterbirds
ACCOBAMS (1996)	Agreement on the Conservation of Cetaceans of the Black Seas, Mediterranean and Contiguous Atlantic Area
ACAP (2001)	Agreement on the Conservation of Albatrosses and Petrels
Gorilla Agreement (2007)	Agreement on the Conservation of Gorillas and their Habitats

2.2.1 1990 Agreement on the Conservation of Seals in the Wadden Sea

The Agreement on the Conservation of Seals in the Wadden Sea is a trilateral agreement concluded between Denmark, Germany and the Netherlands on 16 October 1990 in Bonn, Germany. It entered into force one year later and became the first independent agreement within the CMS Family. It is focused on the protection of the species *Phoca vitulina* occurring in the Wadden Sea.²⁰ All three Parties are also Parties to CMS.

The agreement builds on the institutional framework provided by the tripartite cooperation between Denmark, Germany and the Netherlands, which has been under way at least since 1978, having been reaffirmed by a series of instruments, such as the 1982

¹⁸ Brazil will become the 122nd Party on 1 October 2015.

¹⁹ Canada and the United States, in particular, have argued that the Bonn Convention would not benefit their own conservation measures; see Birnie, Boyle and Redgwell, 2009, p. 684.

²⁰ The populations of this species in the Baltic and Wadden Seas are included in Appendix II of CMS. The portions of the Wadden Sea belonging to Germany and the Netherlands were also inscribed in the World Heritage List in 2009, and the Danish part in 2014, so that conservation of the area is also provided for under the 1972 Convention Concerning the Protection of the World Cultural and Natural Heritage.

and 2010 Joint Declarations on the Protection of the Wadden Sea²¹ as well as the “Tønder Declaration” of 2014.

The Secretariat services for the agreement are provided by the Common Wadden Sea Secretariat, which was established in 1987 before the conclusion of the agreement in within the framework of the existing trilateral cooperation through an Administrative Agreement between ministries from the three Parties. It is currently governed by a revised Administrative Agreement from 2010, between the Ministry of Environment of Denmark; the (then) Federal Ministry for the Environment, Nature Conservation and Nuclear Safety of Germany; and the (then) Ministry of Agriculture, Nature and Food Quality of the Netherlands.²² The Secretariat retains its seat in Wilhelmshaven, Germany.

The Secretariat coordinates a range of activities within the Wadden Sea area, having as its main aim the implementation of the Joint Declaration on the Protection of the Wadden Sea, as per Article 2 of the Administrative Agreement of 2010. The activities provided for in the agreement are therefore only part of its activities. The overall cooperation is governed by the Wadden Sea Board consisting of senior administrative representatives of the three Parties, which also appoints the Secretary of the Common Wadden Sea Secretariat (as per Article 3 of the 2010 Administrative Agreement).

The Secretariat is established under German public law and its staff is paid according to the rules applicable to German Federal public servants.²³ Its working language is English²⁴, whereas the agreement itself has Danish, Dutch, English and German as official languages. It currently has a staff of eight FTE²⁵. Integrated into the broader framework of the tripartite cooperation and the Common Wadden Sea Secretariat, the agreement does not have a budget of its own.

2.2.2 *1991 Agreement on the Conservation of Populations of European Bats (EUROBATS)*

The Agreement on the Conservation of Populations of European Bats (EUROBATS) was adopted in London on 4 December 1991 and entered into force on 16 January 1994. Thirty-six of the 63 Range States are Parties to the agreement (as of mid-2015). One of the Parties is not Party to CMS (San Marino).

EUROBATS has been amended twice. The first amendment was adopted in July 1995 in order to include an additional family (Molossidae) within the scope of the Agreement. The second amendment of July 2000 provided for the listing of species in an easily amendable Annex, instead of listing species in the more rigid treaty text.

²¹ Initially signed in 1982, the Joint Declaration was updated in 2010.

²² This Ministry, following a reorganization within the Dutch public administration, has been superseded, in environmental issues, by the Ministry of Infrastructure and the Environment.

²³ Article 7(2) and (3) of the 2010 Administrative Agreement.

²⁴ Article 6 of the 2010 Administrative Agreement.

²⁵ At the time of writing (August 2015), the recruitment of two additional officers (one full time and one part-time) was in progress.

Furthermore, the amendment expanded the area of the agreement in order to include the Western Palearctic region, which includes, besides Europe, most of Northern Africa and a significant portion of the Middle East, thus recognizing biogeographical boundaries.

After initial support by the UK through an interim Secretariat, the Parties decided, at the first Meeting of the Parties (MOP-1) in 1995, through Resolution 1.3, to establish a Permanent Secretariat in Bonn from 1 January 1996, co-located with the CMS Secretariat. MOP Resolution 1.3 explicitly established English as the working language of the Secretariat, and English is also the language used in MOP meetings.

Initially, the EUROBATS Secretariat had its staff paid through the German Government. At MOP-3 in 2000, the Parties decided, through MOP Resolution 3.1, to integrate the Secretariat within UNEP, following up on an invitation by the CMS COP through Resolutions 4.4 and 5.5 to consolidate functions within the Administrative and Fund Management Unit which became operational in 2001 as well as own previous decision accepting the CMS invitation. In 2003, the Parties to EUROBATS, through Resolution 4.2, formally adhered to the 2002 Headquarters Agreement between CMS, the UN and Germany.

At MOP-1, the Parties decided, through Resolution 1.4, to establish an Advisory Committee, with a mandate to provide expert advice and information to the Parties, as well as to deal with matters related to the organisation of meetings and the implementation of the treaty. In 2006, the Parties established, through Resolution 5.8, a Standing Committee, focused on the budgetary and administrative matters relating to the implementation of the treaty, thus relieving the Advisory Committee of these tasks. The functions were slightly adjusted in 2010 through Resolution 6.17.

EUROBATS works based on quadrennial budgets, which the Parties determine at the MOPs. The budgets are based on a combination of fixed contributions and project-based voluntary contributions. For 2015-2018, the fixed contributions have been determined at an annual EUR 363,232 x, amounting to EUR 1,476,928 in total. The budget for the period totals EUR 1,652,399, including a withdrawal from its Trust Fund Reserve of EUR 175,471.²⁶

EUROBATS currently has a staff of three full-time equivalents, with one full time P4 (the Executive Secretary), one part-time P2, two part-time G6, and one part-time G4.

2.2.3 1992 Agreement on the Conservation of Small Cetaceans in the Baltic, North East Atlantic, Irish and North Seas (ASCOBANS)

ASCOBANS was concluded in New York on 17 March 1992 as the Agreement on the Conservation of Small Cetaceans of the Baltic and North Seas. It entered into force on 29 March 1994 and was amended in 2003 in order to enlarge its geographical scope (as

²⁶ See EUROBATS MOP Resolution 7.1, 2014.

reflected in the adjusted name).²⁷ It focuses on the protection of “any species, subspecies or population of toothed whales *Odontoceti*, except the sperm whale *Physeter macrocephalus*”²⁸. All of its 10 Parties (of a total of 17 Range States) are Parties to CMS as well.

The Agreement explicitly provides for a Secretariat, which should be attached to “a public institution of a Party or to an international body, and that institution or body shall be the employer of its staff”²⁹. Consequently, the Parties, at MOP-1 in 1994, decided to establish, through MOP Resolution 1.4, an interim Secretariat, for a period of three years, at the Sea Mammal Research Unit, in Cambridge, UK. In 1997, through MOP Resolution 2.2, a Secretariat was established, on an interim basis, from 1 January 1998, in Bonn within the German Federal Agency for Nature Conservation, pending a full integration within UNEP from 1 January 2001 onwards. In 2000, through MOP Resolution 3.1, the Parties decided to co-locate the Secretariat with the CMS Secretariat, within UNEP’s facilities in Bonn. In 2003, through MOP Resolution 3.1, the Parties to ASCOBANS formally adhered to the Headquarters Agreement between Germany, the United Nations, and the CMS Secretariat.

In 2006, through MOP Resolution 5.2d, the Parties decided that the CMS Secretariat should serve as the Secretariat for ASCOBANS, with the CMS Executive Secretary considered as acting Executive Secretary for ASCOBANS. In 2009, through MOP Resolution 6.5, the Parties decided to keep the arrangements until 2013. In 2012, through MOP Resolution 7.6, the Parties decided to extend the current arrangements until 2016.

The ASCOBANS Secretariat currently does not have full-time members of its own, instead relying on staff of 1.43 FTE provided by the CMS Secretariat³⁰. Its working language is English, which is also the language used in MOP meetings.

The treaty also provides for an Advisory Committee with a mandate “to provide expert advice and information to the Secretariat and the Parties on the conservation and management of small cetaceans and on other matters in relation to the running of the agreement”³¹. The Advisory Committee was established through MOP Resolution 1.5.

After the budget for ASCOBANS was defined on a triennial basis until 2012, MOP-7 moved towards a quadrennial budget cycle in light of the move from triennial to

²⁷ Defined in the treaty as the “marine environment of the Baltic and North Seas and contiguous area of the North East Atlantic, as delimited by the shores of the Gulfs of Bothnia and Finland; to the south-east by latitude 36°N, where this line of latitude meets the line joining the lighthouses of Cape St. Vincent (Portugal) and Casablanca (Morocco); to the south-west by latitude 36°N and longitude 15°W; to the north-west by longitude 15°W and a line drawn through the following points: latitude 59°N/longitude 15°W, latitude 60°N/longitude 05°W, latitude 61°N/longitude 4°W, latitude 62°N/longitude 3°W; to the north by latitude 62°N; and including the Kattegat and the Sound and Belt passages”.

²⁸ Article 1.2 of treaty text.

²⁹ Article 4.4 of treaty text.

³⁰ This includes 3% of the CMS Executive Secretariat’s time.

³¹ Article 5.1 of treaty text.

quadrennial MOPs.³² For the period 2013-2016, the overall budget amounts to EUR 778,709.³³

2.2.4 1995 Agreement on the Conservation of African-Eurasian Migratory Waterbirds (AEWA)

The Agreement on the Conservation of African-Eurasian Migratory Waterbirds (AEWA) was concluded in The Hague on 16 June 1995³⁴ and entered into force on 1 November 1999. It contains three Annexes, which have been amended several times, most recently at MOP-5 in 2012³⁵. AEWA currently has 75 Parties, out of 119 Range States. It is thus the treaty with the second highest number of Parties within the CMS Family, surpassed only by CMS itself. Three of its Parties are not Parties to CMS (Iceland, Lebanon and Sudan).

Article VIII of the Agreement provides for the establishment of a Secretariat. Therefore, the Parties decided at MOP-1 in 1999, through Resolution 1.1, to establish a permanent Secretariat, co-located with the CMS Secretariat in Bonn and integrated into UNEP. In 2002, through MOP Resolution 2.11, the Secretariat formally adhered to the Headquarters Agreement between the CMS Secretariat, the UN and Germany. The Secretariat currently relies on a staff of 8.85 FTE (2015)³⁶, with an additional two vacancies that may be filled according to voluntary contributions for specific projects. The working languages are English and French, which are also the official languages for AEWA MOP meetings.

In 2012, the Parties decided that the UNEP Executive Director should recruit a new Executive Secretary for AEWA, in consultation with the Standing Committee.³⁷ At its 9th Meeting in 2013, the Standing Committee discussed whether a joint Executive Secretary for both CMS and AEWA should be established on the occasion of the vacancy. Ultimately, it was decided that an “Executive Officer” would be recruited on an interim

³² See ASCOBANS MOP Resolution 7.7, 2012.

³³ See ASCOBANS MOP Resolution 7.6, 2012.

³⁴ It should be noted that the UN Treaty Series (Volume 2365, I-42632) provides 15 August 1996 as the date of conclusion. The same date is provided in a CMS Family website as the date the treaty was opened for signature (<http://www.cms.int/en/legalinstrument/aewa>).

³⁵ Annexes 1-3 contain, respectively, the definition of the treaty area, a list of species to which the treaty applies, and an Action Plan specifying priority actions to be undertaken by the Parties.

³⁶ This sum is composed by: Executive Secretary (full-time P4), 1 full-time Technical Officer (P3); 1 full-time Associate Programme Officer (P2), financed by Norway; 1 full-time Associate Programme Officer (P2) responsible for the implementation of the African Initiative, financed 50% from the AEWA budget and 50% by Switzerland until the end of 2015; 1 full time Associate Programme Officer (P2); 1 part-time (75%) Team Assistant (G4); 1 part-time (80%) Team Assistant (Consultant), financed by Germany until the end of 2015; 1 part-time (50%) Team Assistant (G4), financed 20% by Germany and 30% by AEWA, until the end of 2015; 1 Coordinator for the Joint CMS+AEWA Communications, Information Management and Outreach Team (P2); one part-time (80%) Information Assistant (G4). However, it should be noted that AEWA’s core budget provides for 6.75 FTE only.

³⁷ See AEWA MOP Resolution 5.21, 2012, paragraph 23 and Appendix V.

basis, and that the Parties should review whether or not to establish a joint Executive Secretary for both AEWA and CMS at MOP-6, scheduled to take place in November 2015.³⁸

In addition to the triennial MOPs, the treaty is also served by a Technical Committee, established in accordance with Article VII, and a Standing Committee established through Resolution 2.6 in 2002. The Technical Committee, among other things, provides scientific and technical advice to the MOP, as well as making recommendations on the implementation of the Agreement. The Standing Committee provides guidance and advice on policy, financial and administrative matters.

The budget for AEWA is established triennially. The budget for the period 2013-2015 amounted to a total of EUR 3,078,778. Out of this total, EUR 2,708,778 are provided by the Parties through fixed contributions, and EUR 370,000 were to be withdrawn from the Trust Fund.³⁹

2.2.5 1996 Agreement on the Conservation of Cetaceans of the Black Sea, Mediterranean Sea and Contiguous Atlantic Area (ACCOBAMS)

The Agreement on the Conservation of Cetaceans of the Black Sea, Mediterranean Sea and Contiguous Atlantic Area (ACCOBAMS) was concluded in Monaco on 11 November 1996 and entered into force on 1 June 2001. One of its currently 23 Parties (out of 27 Range States) is not a Party to CMS (Lebanon). ACCOBAMS focuses on the protection of animals of species, subspecies and populations of *Odontoceti* or *Mysticeti*, an indicative list of which is included in Annex 1 to the treaty. The agreement also contains a conservation plan (Annex 2), which has been the subject of an amendment in 2007 (through MOP Resolution A/3.1).

The text of the agreement was amended in 2010, through MOP Resolution A/4.1, in order to broaden its geographical scope. However, the amendment has not yet entered into force. Under the terms of the amendment, the Agreement will change its name to “Agreement on the Conservation of Cetaceans of the Black Sea, Mediterranean Sea and **Neighbouring** Atlantic Area” (emphasis added).

Article IV of the Agreement provides for the Secretariat to be established “within the Secretariat” of CMS. To this end, the CMS COP invited ACCOBAMS in 1997, through Resolution 5.5, to consider the offer to consolidate secretariat functions within UNEP, at their own expense. MOP-1 of ACCOBAMS, through Resolution 1.2, in turn decided to establish the Secretariat in the Principality of Monaco, given that it is an ACCOBAMS Range State (which Germany is not), and that its Government offered to host it and provide staff as well as facilities and office equipment at the Principality’s expenses. In 2010, a Headquarters Agreement was concluded between the Principality of

³⁸ See AEWA Standing Committee, 2013, para. 166-169.

³⁹ This was explicitly determined by the Parties as a way to reduce the contributions required from them; see MOP Resolution 5.21, paragraph 4.

Monaco and the Secretariat of ACCOBAMS. Moreover, an agreement covering financial arrangements was concluded, establishing, among other things, Monaco's commitment to provide an Executive Secretary and a full-time Secretary for the ACCOBAMS Secretariat, to be paid in accordance with the pay scale of the Monacan public service. With 2.5 FTE financed by the Parties, the Secretariat relies on a staff of 4.5 FTE in total. Hosted in Monaco, the Secretariat has English and French as its working languages, which are also the languages used in the agreement's MOP meetings.

Article VII of the treaty also established a Scientific Committee comprising experts in cetacean conservation, with the aim of providing advice to the triennial MOP. In 2002, the MOP, through Resolution 1.3, established the Committee.

The budget for the ACCOBAMS Secretariat is defined triennially. The most recent one, defined at MOP-5 in 2013 through Resolution 5.16, totals EUR 747,800 for the period 2014-2016.

2.2.6 2001 Agreement on the Conservation of Albatrosses and Petrels (ACAP)

The Agreement on the Conservation of Albatrosses and Petrels (ACAP) was concluded in Canberra on 19 June 2001, and entered into force on 1 February 2004. From October 2015 (when Brazil will become a Party to CMS), all of its currently 13 Parties (out of a total of 25 Range States) will be Parties to CMS. ACAP focuses on the protection of a range of species, subspecies and populations of albatrosses and petrels listed in its Annex 1.

The Agreement provides for a Secretariat to be established by the Parties at MOP-1.⁴⁰ Therefore, the Parties decided in 2004, through Resolution 1.1, to accept an offer from Australia and establish the Secretariat in Hobart, Australia. The Secretariat relies on two full-time staff (including the Executive Secretary) who are paid through the Tasmanian State Government and have salaries based on the pay scale of the Tasmanian public service, with the Executive Secretary's salary being determined every three years by the Parties as part of ACAP's budget deliberations.⁴¹ Since 2006, the Secretariat has benefited from a Headquarters Agreement with Australia.

In addition to the triennial MOPs, Article VIII(11) of ACAP also provides for the establishment of an Advisory Committee (formally put into effect through MOP Resolution 1.5), with the aim to provide information and expert advice to the Parties and to the Secretariat.

The Secretariat's main working language is English, whereas the official languages of the MOP meetings are English, Spanish and French.

The budget is triennial and denominated in Australian Dollars (AUD). Approved by the Parties at MOP-5 in May 2015, the most recent one amounts to a total of AUD

⁴⁰ See Articles VIII (11) and X of ACAP.

⁴¹ See ACAP MOP Resolution 5.6, 2015.

2,355,878 for the period 2016-18. The total contributions by Parties for the period amounts to AUD 2,216,060, with the remainder covered through interest on funds, tax refunds and a contribution from the Tasmanian State Government.⁴²

2.2.7 2007 Agreement on the Conservation of Gorillas and their Habitats (Gorilla Agreement)

The Agreement on the Conservation of Gorillas and their Habitats (Gorilla Agreement) was concluded in Paris on 26 October 2007 and entered into force on 1 June 2008. One of its seven Parties (out of 10 Range States) is not Party to CMS (the Central African Republic). The treaty focuses on the protection of all species and sub-species in the genus *Gorilla*, and has the following geographical scope: Angola, Cameroon, Central African Republic, Congo, Democratic Republic of Congo, Equatorial Guinea, Gabon, Nigeria, Rwanda and Uganda.

Although Article VII of the Agreement provides for the establishment of a Secretariat, financial constraints⁴³ have made it impossible to establish it so far, with an interim Secretariat for it being provided by the CMS Secretariat. The Parties, through MOP Resolution 2.3 of 2011, have therefore asked the CMS Secretariat to assess a range of options, including:

- a Party hosting the permanent Secretariat;
- another institution or organization, such as UNEP or the Great Apes Survival Partnership (GRASP) taking on the role of permanent Secretariat;
- the CMS Secretariat remaining as the Interim Secretariat, while seeking formal or informal arrangements with other institutions to provide support and secretariat services to the Agreement;
- the CMS Secretariat acting as the permanent Secretariat, while looking for synergies with other institutions in the implementation of the Agreement's activities, for example, in holding joint meetings, or undertaking joint activities.

These options were supposed to be presented at MOP-3, originally scheduled for 2014 but postponed due to lack of funding. The agreement currently remains a “sleeping treaty”, i.e. a treaty that is technically in force, but lacks an administrative machinery to facilitate its monitoring, implementation and adaptation to changing circumstances.⁴⁴

⁴² See ACAP MOP Resolution 5.6, 2015. From 1 January 2015 till 18 August 2015, the average exchange rate as indicated by the European Central Bank was 1 Euro = 1.4399 Australian Dollars.

⁴³ See CMS Standing Committee, 2010, para. 73; 94-98.

⁴⁴ Bowman, 1999, p. 93.

2.3 *MOUs within the CMS Family*

Besides seven daughter treaties, CMS also has 19 MOUs related to it, which are introduced below in chronological order (see Table 2 for full names). The MOUs do not classify as legal treaties, but constitute non-binding agreements. MOUs are often preferred because they can be agreed on more quickly and avoid the need for formal ratification.⁴⁵ Moreover, as was mentioned in the interviews, MOUs often provide an opportunity for non-Parties to CMS to engage in cooperation with Parties to CMS aimed at conserving certain species.

Most of the MOUs, aside from establishing a Meeting of the Signatories (MOS), rely on secretariat services provided by the CMS Secretariat. Where services are provided by the signatory countries themselves or specific institutional arrangements are established, this is indicated in the following brief overview.

The first MOU to be concluded within the CMS Family was the Siberian Crane MOU, adopted on 1 July 1993, with entry into force on 1 January 1999. All of its 11 Range States are signatories. Four of them are not Parties to CMS (Azerbaijan, China, the Russian Federation, and Turkmenistan).

The Slender-billed Curlew MOU was concluded, and entered into force, on 10 September 1994. It has 18 signatories out of 28 Range States (plus the EU as a “Range State”).⁴⁶ One of its signatories is not a Party to CMS (Oman).

The Atlantic Turtles MOU was concluded, and entered into force, on 1 July 1999. It also has an Advisory Committee as an agreement body. Two of its 23 signatories (out of 25 Range States) are not Parties to CMS (Namibia and Sierra Leone).⁴⁷

The Middle-European Great Bustard MOU was concluded on 1 June 2001, entering into force on the same day. It has 13 signatories (out of 20 Range States), all of which are Parties to CMS.

⁴⁵ Lanchbery (n 4) 167.

⁴⁶ The MOU invites further States to join the MOU if it is scientifically demonstrated that the life cycle of the species protected by it is shared with them: Armenia, Azerbaijan, France, Israel, Jordan, Kuwait, Lebanon, Libya, Macedonia FYR, Moldova, Saudi Arabia, Slovenia and Syria.

⁴⁷ Since it was amended in 2008, the MOU has been open for signature also to “any States whose flag vessels and other activities have direct effects on the marine turtles and their habitats of the region or anywhere in their geographic range during their life history, as well as any other States that are also interested in collaborating with the objective of this MoU”.

Table 2: MOUs in the CMS Family

Abbreviation (year)	Full name of MOU
Siberian Crane (1993)	Memorandum of Understanding concerning Conservation Measures for the Siberian Crane
Slender-billed Curlew (1994)	Memorandum of Understanding concerning Conservation Measures for the Slender-billed Curlew
Atlantic Turtles (1999)	Memorandum of Understanding concerning Conservation Measures for Marine Turtles of the Atlantic Coast of Africa
Middle-European Great Bustard (2001)	Memorandum of Understanding on the Conservation and Management of the Middle-European Population of the Great Bustard
IOSEA Turtles (2001)	Memorandum of Understanding on the Conservation and Management of Marine Turtles and their Habitats of the Indian Ocean and South-East Asia
Bukhara Deer (2002)	Memorandum of Understanding concerning Conservation and Restoration of the Bukhara Deer
Aquatic Warbler (2003)	Memorandum of Understanding concerning Conservation Measures for the Aquatic Warbler
West African Elephants (2005)	Memorandum of Understanding concerning Conservation Measures for the West African Populations of the African Elephant
Saiga Antelope (2006)	Memorandum of Understanding concerning Conservation, Restoration and Sustainable Use of the Saiga Antelope
Pacific Island Cetaceans (2006)	Memorandum of Understanding for the Conservation of Cetaceans and their Habitats in the Pacific Islands Region
Ruddy Headed Goose (2006)	Memorandum of Understanding between the Republic of Argentina and the Republic of Chile on the Conservation of the Ruddy-headed Goose
Southern South American Grassland Birds (2007)	Memorandum of Understanding on the Conservation of Southern South American Migratory Grassland Bird Species and their Habitats
Monk Seal in the Atlantic (2007)	Memorandum of Understanding concerning Conservation Measures for the Eastern Atlantic Populations of the Mediterranean Monk Seal
Dugong (2007)	Memorandum of Understanding on the Conservation and Management of Dugongs (<i>Dugong dugon</i>) and their Habitats throughout their Range
Western African Aquatic Mammals (2008)	Memorandum of Understanding concerning the Conservation of the Manatee and Small Cetaceans of Western Africa and Macaronesia
Raptors (2008)	Memorandum of Understanding on the Conservation of Migratory Birds of Prey in Africa and Eurasia
High Andean Flamingos (2008)	Memorandum of Understanding on the Conservation of High Andean Flamingos and their Habitats
Sharks (2010)	Memorandum of Understanding on the Conservation of Migratory Sharks
South Andean Huemul (2010)	Memorandum of Understanding between the Argentine Republic and the Republic of Chile on the Conservation of the Southern Huemul

The IOSEA Turtles MOU was concluded on 23 June 2001 and entered into force on 1 September 2001. 14 of its 35 signatories (out of 46 Range States⁴⁸) are not Parties to CMS (Bahrain, Cambodia, Comoros, Indonesia, Malaysia, Maldives, Myanmar, Oman, Papua New Guinea, Sudan, Thailand, United Arab Emirates – UAE, USA, Vietnam). The IOSEA Turtles MOU is coordinated by one full-time staff at the CMS Project Office in Bangkok; during the one-year sabbatical leave of the full-time coordinator, starting in

⁴⁸ Hong Kong is counted as a State in its own right, even though it is part of the People's Republic of China.

October 2014, an interim coordinator has coordinated the MOU from Bonn. The IOSEA Turtles MOU also has an Advisory Committee. In accordance with the legal nature of the MOU, the signatories have agreed to fulfil a budget based on suggested voluntary contributions. At the last MOS, in 2014, the signatories agreed to a budget totalling USD 945,000 for 2015-2017.

The Bukhara Deer MOU was concluded on 16 May 2002, with immediate entry into force. One of its four signatories (out of five Range States) is not a Party to CMS (Turkmenistan).

The Aquatic Warbler MOU was concluded, and entered into force, on 30 April 2003. All of its 16 signatories (out of 22 Range States) are Parties to CMS.

The West African Elephants MOU was concluded on 22 November 2005 (entering into force immediately). All of its 13 Range States are signatories. One of them is not a Party to CMS (Sierra Leone).

The Saiga Antelope MOU was concluded on 23 November 2005 and entered into force on 25 September 2006. All of its five Range States are signatories. Two of them are not Parties to CMS (the Russian Federation and Turkmenistan).

The Pacific Island Cetaceans MOU was concluded, and entered into force, on 15 September 2006. Eight of its 15 signatories (out of 22 Range States⁴⁹) are not Parties to CMS (Micronesia, Niue, Papua New Guinea, Solomon Islands, Tonga, Tuvalu, USA, and Vanuatu).

The Ruddy-headed Goose MOU is a bilateral MOU between Argentina and Chile, managed by the signatories themselves, both of which are Parties to CMS. It entered into force on the day of its conclusion on 21 November 2006.

The Southern South American Grasslands Birds MOU was concluded on 26 August 2007, with immediate entry into force. All of its five Range States are signatories, which manage the MOU themselves. With the accession of Brazil to CMS, all signatories will be Parties to CMS from October 2015.

The Monk Seal in the Atlantic MOU was concluded, and entered into force, on 18 October 2007. All of its four Range States are signatories and Parties to CMS.

The Dugong MOU was concluded, and entered into force, on 31 October 2007. Nine of its 26 signatories (out of 46 Range States) are not Parties to CMS (Bahrain, Comoros, Myanmar, Papua New Guinea, Solomon Islands, Sudan, Thailand, UAE, Vanuatu). The Dugong MOU benefits from a financial and in-kind by the Environment Agency of Abu Dhabi, on behalf of the Government of the UAE, which hosts, at its own expenses, a CMS Project Office. Staffed with 5 FTE and on the basis of a triennial budget

⁴⁹ In this case, Wallis and Futuna, and New Caledonia (both territories governed by France) as well as Tokelau (a territory governed by New Zealand) are considered Range States in their own right.

contribution of about USD 4 million, this office coordinates the Dugong MOU and the Raptors MOU (see below).⁵⁰

The Western African Aquatic Mammals MOU was concluded on 3 October 2008, with immediate entry into force. All of its 17 signatories (out of 25 Range States) are Parties to CMS.

The Raptors MOU was concluded on 22 October 2008 and entered into force on 1 November 2008. Four of its 52 signatories (out of 132 Range States) are not Parties to CMS (Lebanon, Nepal, Sudan, UAE). The Raptors MOU benefits from financial and in-kind support by the Environment Agency – Abu Dhabi, on behalf of the Government of the UAE, together with the Dugong MOU (see above). The Raptors MOU also has a Technical Advisory Group.

The High Andean Flamingos MOU was concluded, and entered into force, on 4 December 2008. It is directly managed by the signatories. All three signatories (out of four Range States) are Parties to CMS.

The Sharks MOU was concluded on 12 February 2010 and entered into force on 1 March 2010. Also, the MOU relies on an Advisory Committee of its own. Eight of its 39 signatories (out of 151 Range States) are not Parties to CMS (Colombia, Comoros, Nauru, Sudan, Tuvalu, UAE, USA and Vanuatu). The signatories to the MOU have agreed, in 2012, through Outcome 1.3 of their first MOS, to a budget for 2013-2015 totalling EUR 1,145,866. In accordance with the legal nature of the MOU, the signatories have agreed to fulfil this budget based on suggested voluntary contributions.

The South Andean Huemul MOU is another bilateral MOU managed by the two signatories, Argentina and Chile. It was concluded on 4 December 2010, with immediate entry into force.

2.4 Conclusion: the CMS Family in overview

The CMS Family has grown significantly since 1979 and now comprises eight international treaties and 19 Memoranda of Understanding (MOUs). Given that agreements under CMS are concluded for specific species and/or regions, CMS, as the mother treaty, remains the only agreement within the CMS Family which is truly global and has the largest number of Parties.⁵¹

Secretariat services for the international treaties are provided through seven Secretariats of which four are co-located in Bonn (CMS, AEWA, ASCOBANS, EUROBATS) and three are located elsewhere (ACCOBAMS: Monaco; ACAP: Hobart, Australia; Wadden Sea Seals Agreement: Wilhelmshaven, Germany). Secretariat services

⁵⁰ The office in Abu Dhabi employs, in total, 5 persons on a full-time basis, with one focal point for Dugongs, another for Raptors, and the other persons splitting their time between these two MOUs. A sixth post is currently vacant.

⁵¹ Party overlap between the CMS Family treaties is further considered in section 3.3.

for most MOUs are provided through the CMS Secretariat, with two specific offices located in Abu Dhabi and Bangkok. The CMS Secretariat also serves as the interim Secretariat for the Gorilla Agreement.

The CMS Family's international treaties generally operate on the basis of triennial or quadrennial budgets, which are agreed upon by the COP or MOP, as appropriate. The contribution to these budgets is the main source of financing for the treaty Secretariats. Two notable exceptions are the Gorilla Agreement (which has not managed to mobilize enough financing for sustaining a Secretariat of its own) and the Wadden Sea Seals Agreement (which has no dedicated budget because it is incorporated into the works of the Common Wadden Sea Secretariat). MOUs are generally dependent on voluntary contributions that may on occasion be agreed by their Signatories. In total, assessed contributions to the CMS budget also account for about half of the total assessed contributions to all CMS Family treaties (not counting the CWSS budget).

Consequently, the CMS Secretariat is by far the largest of all CMS Family Secretariats, with 22.17 full-time equivalents in its headquarters in Bonn. It is thus larger than all the other Secretariats combined (not counting the Common Wadden Sea Secretariat, which has other attributions besides the Wadden Sea Seals Agreement). The AEWAS Secretariat is the second largest with currently 8.85 FTE (6.75 FTE from its core budget), with the other secretariats working on the basis of less than five FTE each.

The CMS Family is thus diverse. Although some might consider CMS a convention with a narrow focus (i.e., the protection of migratory species of wild animals), in reality the diversity of animals involved, the various migratory routes, and the differences in species distributions around the world have contributed to a diverse range of agreements joining the CMS Family. Parties and signatories to some of the agreements are not even Parties to CMS itself, and secretariat arrangements and seats vary. Table 3 provides an overview of some general background information on CMS Family agreements that may be useful when considering the implications of actions to enhance synergies in the next section.

Table 3: General information on CMS Family agreements

Treaty/MOU	Adoption/Entry into force (DD-MM-YYYY)	Seat of Secretariat	Staff (FTE)	Governing bodies	Budget cycle/2015 budget	No. of Parties/Range States	No of Parties/Range States not Parties to CMS
CMS	23-06-1979/ 01-11-1983	Bonn (Germany)	22.17 (Bonn only)	COP, StC, Scientific Council	2015-2017/ EUR 2,375,561	122/open to all States	na
Wadden Sea Seals	16-10-1990/ 01-10-1991	Wilhelms- haven (Germany)	(8 ⁵²)	Wadden Sea Board	na (no dedicated budget)	3/3	0/0
EUROBATS	04-12-1991/ 16-01-1994	Bonn (Germany)	3	MOP, AC, StC	2015-2018/ EUR 363,232	36/63	1/10
ASCOBANS	17-03-1992/ 29-03-1994	Bonn (Germany)	1.43	MOP, AC	2013-2016/ EUR 196,889	10/17	0/1
AEWA	16-06-1995/ 01-11-1999	Bonn (Germany)	8.85/ 6.75	MOP, TC, StC	2013-2015/ EUR 1,167,984	75/119	3/24
ACCOBAMS	11-11-1996/ 01-06-2001	Monaco	4.5	MOP, Scientific Committee	2014-2016/ EUR 281,500	23/27	1/4
ACAP	19-06-2001/ 01-02-2004	Hobart (Australia)	2	MOP, AC	2016-2018/AUD 732,181 (2015)	13/25	0/8
Gorilla Agreement	26-10-2007/ 01-06-2008	Bonn, interim (Germany)	0	MOP, TC	No budget for the current period	7/10	1/1

⁵² Staff working for the Common Wadden Sea Secretariat, not exclusively for the Wadden Sea Seals Agreement.

Treaty/MOU	Adoption/Entry into force (DD-MM-YYYY)	Seat of Secretariat	Staff (FTE)	Governing bodies	Budget cycle/2015 budget	No. of Parties/Range States	No of Parties/Range States not Parties to CMS
Siberian Crane	01-07-1993/ 01-01-1999	CMS Secretariat	N/A	MOS	N/A	11/11	4/4
Slender-billed Curlew	10-09-1994/ 10-09-1994	CMS Secretariat	N/A	MOS	N/A	18/28 (plus EU)	1/7
Atlantic Turtles	01-07-1999/ 01-07-1999	CMS Secretariat	N/A	MOS, AC	N/A	23/25	2/2
Middle-European Great Bustard	01-06-2001/ 01-06-2001	CMS Secretariat	N/A	MOS	N/A	13/20	0/2
IOSEA Turtles	23-06-2001/ 01-09-2001	CMS Secretariat/Bangkok	1	MOS, AC	N/A (see text)	35/46	14/21
Bukhara Deer	16-05-2002/ 16-05-2002	CMS Secretariat	N/A	MOS	N/A	4/5	1/1
Aquatic Warbler	30-04-2003/ 30-04-2003	CMS Secretariat	N/A	MOS	N/A	16/22	0/1
West African Elephants	22-11-2005/ 22-11-2005	CMS Secretariat	N/A	MOS	N/A	13/13	1/1
Saiga Antelope	23-11-2005/ 25-09-2006	CMS Secretariat	N/A	MOS	N/A	5/5	2/2
Pacific Islands Cetaceans	15-09-2006/ 15-09-2006	CMS Secretariat	N/A	MOS	N/A	15/22	8/12
Ruddy Headed Goose	21-11-2006/ 21-11-2006	Managed by Signatories	N/A	MOS	N/A	2/2	0/0

Treaty/MOU	Adoption/Entry into force (DD-MM-YYYY)	Seat of Secretariat	Staff (FTE)	Governing bodies	Budget cycle/2015 budget	No. of Parties/Range States	No of Parties/Range States not Parties to CMS
Southern South American Grassland Birds	26-08-2007/ 26-08-2007	Managed by Signatories	N/A	MOS	N/A	5/5	0/0
Monk Seal in the Atlantic	18-10-2007/ 18-10-2007	CMS Secretariat	N/A	MOS	N/A	4/4	0/0
Dugong	31-10-2007/ 31-10-2007	Abu Dhabi (UAE)/CMS Secretariat	2.5	MOS	N/A (see text)	26/46	9/22
Western African Aquatic Mammals	03-10-2008/ 03-10-2008	CMS Secretariat	N/A	MOS	N/A	17/25	0/2
Raptors	22-10-2008/ 01-11-2008	Abu Dhabi (UAE)/CMS Secretariat	2.5	MOS, Technical Advisory Group	see text	52/132	4/27
High Andean Flamingos	04-12-2008/ 04-12-2008	Managed by Signatories	N/A	MOS	N/A	3/4	0/0
Sharks	12-02-2010/ 01-03-2010	CMS Secretariat (interim)	1	MOS, AC	N/A (see text)	39/151	8/60
Southern Andean Huemul	04-12-2010/ 04-12-2010	Managed by Signatories	N/A	MOS	N/A	2/2	0/0

Note: Please see text in section 2 for more detail and explanation. Budget figures provided are based on contributions to the core budgets as agreed by the Parties. Numbers of Parties and Range States anticipating entry into force of CMS for Brazil on 1 October 2015.

Sources: See section 2.

3. Possible implications of actions to enhance synergies

This section discusses the legal, financial, operational, and administrative implications of future actions aimed at enhancing synergies among the Secretariats of the CMS Family (with an emphasis on sharing of services). To establish a basis for this discussion, section 3.1 first provides a brief overview of past and ongoing efforts relating to synergies pursued within the CMS Family. This is followed by the presentation of common service areas among the (Bonn-based) Secretariats and the introduction of a distinction between non-institutionalized efforts to enhance synergies and the sharing of services among relevant Secretariats (section 3.2). The subsequent analysis of implications of further actions to enhance synergies is divided in four parts, addressing, respectively, legal implications (section 3.3), financial implications (3.4), operational and administrative implications (section 3.5) and overarching implications (section 3.6). As mentioned in the introduction (section 1), the assessment of operational and administrative implications has been combined because of the considerable overlap between both categories that make a clear distinction and separation difficult. The category of overarching implications has been included to reflect the crosscutting nature of certain issues.

3.1 Overview of past and ongoing synergies efforts

Enhancing synergies within the CMS Family is not a new endeavour. There have been previous actions towards synergizing within the Family. Given that the first international treaty within the Family was concluded in 1990, and the first MOU in 1993, this agenda essentially emerged in the 1990s as a result of the growing number of treaties and MOUs which are related to CMS itself, but are formally autonomous/independent.

The first initiatives to enhance synergies within the CMS Family included the drive to consolidate the secretariat functions related to the European-based treaties of the Family in Bonn, Germany.⁵³ Therefore, it was decided early on to co-locate the Secretariats for EUROBATS, AEWA and ASCOBANS in Bonn, whereas the Common Wadden Sea Seals and the ACCOBAMS Secretariats were located elsewhere in Europe – the former due to the other activities it performs besides those of the agreement itself, the latter not least as a result of an offer by Monaco to cover a substantial part of its expenses through financial and in-kind contributions.

The co-location of several agreements in Bonn, within the structure of UNEP, led to the establishment of a common Administrative and Fund Management Unit (AFMU) in 2000. This unit has been providing services since January 2001 to all agreements which have their Secretariats based in Bonn and it is fully financed out of the 13% Programme

⁵³ CMS COP Resolution 4.4, Annex, 1994, para. 19.

Support Costs paid from the budgets of the agreements hosted in Bonn.⁵⁴ It focuses on issues such as the management of funding (including supporting development of budget proposals and drafting budget revisions), processing payment request, making travel arrangements, and some human resource matters. Although the Secretariats have at times faced challenges in the services provided by the unit, the arrangement seems to be generally accepted.⁵⁵ The common AFMU is a specific arrangement involving UNEP itself, which differs from the focus of current debates on the merits of establishing or expanding shared services among the Secretariats (see also section 3.2 below).

As mentioned in section 2.2.3, the Parties to ASCOBANS furthermore decided in 2006, in the face of “both institutional and sustainable difficulties”⁵⁶, that the CMS Secretariat would provide Secretariat services to ASCOBANS, with the cost covered by the Parties to ASCOBANS.⁵⁷ Therefore, the ASCOBANS budget pays for a total of 1.43 FTE of staff located in the CMS Secretariat: the Executive Secretary for CMS is also the acting Executive Secretary for ASCOBANS, with 3% of his salary financed by ASCOBANS; a programme officer from the CMS Secretariat invests 15% of her time to ASCOBANS; an Associate Programme Officer spends 75% of her time for ASCOBANS (acting as main contact person for ASCOBANS in the Secretariat); and a Team Assistant works half-time for ASCOBANS.

Evaluations of these arrangements were conducted in 2008 and 2011. Whereas the 2008 evaluation highlighted several criticisms and challenges arising from the transition, the 2011 evaluation, which was based on a questionnaire sent to the Parties and to the Secretariat, came to the overall result that the performance of the Secretariat had improved significantly over time, and that efficiency and cost savings were satisfactory.⁵⁸ Costs to Parties of ASCOBANS have remained roughly stable, although this may not reflect real costs of the services provided (e.g., overtime). On this basis, Parties to both ASCOBANS and CMS have repeatedly decided to maintain the arrangements first made in 2006.⁵⁹

Moreover, in light of the complexity of the CMS Family, a process to discuss its “Future Shape” was conducted from 2008 to 2012. Its intent was to “to explore the possibilities of strengthening the contribution of CMS and the CMS Family to the

⁵⁴ Approximately two-thirds of the 13% overhead charge paid to UNEP is thereby flowing back to the support of the Secretariats in Bonn.

⁵⁵ As indicated in several interviews.

⁵⁶ Evaluation of the Merger of the ASCOBANS Secretariat with the CMS Secretariat, MOP 7/Doc.8-01 (S), 2012, para. 5.

⁵⁷ ASCOBANS MOP Resolution 5.2d, 2006.

⁵⁸ See ASCOBANS Advisory Committee, Evaluation of the Merger of the ASCOBANS Secretariat with the CMS Secretariat 2012 [MOP7/Doc.8-01 (S)], paras. 7-9. This successful assessment was widely shared by the interviewees. See also: Kurukulasuriya and Kitakule-Mukungu, 2008, and CMS Secretariat, UNEP/CMS/Conf.10.34, 2011, para. 9.

⁵⁹ See CMS COP Resolution 11.1, 2014, para. 20; CMS COP Resolution 10.1, UNEP/CMS/Resolution 10.1, 2011, para. 15; ASCOBANS MOP Resolution 7.6, 2012, para. 8; ASCOBANS MOP Resolution 6.5, 2009, para. 9.

worldwide conservation, management and sustainable use of migratory species over their entire range”,⁶⁰ which also entailed the pursuit of synergies.⁶¹ This was particularly important “in a time of diminishing budgets and increasing stresses on species and ecosystems”⁶². In the end, Parties agreed to a range of measures, including the adoption of “coordinated strategic plans for the CMS Family”, “seek opportunities to coordinate meetings between institutions, working groups and across the CMS Family agreements” and “enhance collaboration between CMS agreements”.⁶³

Most recently, the CMS and AEWA Secretariats have been piloting a joint communications, information management and outreach unit, composed of staff from both Secretariats amounting to 5.6 FTE (status June 2015), since early 2014. Two interim assessments have been published by the Secretariats of CMS and AEWA, respectively, in 2014 and 2015.⁶⁴ These indicate a high level of productivity of the unit since its inception, a significant potential for synergy and a number of challenges to be addressed to fully explore this potential and provide for a smooth operation. They also indicate differences in assessment between the two Secretariats (as also visible from the comments received on the draft report; see Annex 2). The arrangement is to be further assessed at the next AEWA MOP in November 2015.

Also, the CMS Secretariat has recently, on a temporary basis as a result of a sabbatical leave, moved the unit responsible for the coordination of the IOSEA Turtles MOU from Bangkok to Bonn. However, the move is temporary and the CMS Bangkok Office structure remains in place.

Finally, a number of non-institutionalized efforts to enhance synergies within the CMS Family deserve mentioning, as highlighted during the interviews, including:

- The ongoing implementation of a single online reporting system for the whole CMS Family, which aims at facilitating the internal flow of information, making data across treaties and MOUs more comparable, and facilitating the work of national focal points and experts by reducing the need to provide similar or equal data to different platforms linked to different instruments.
- The establishment of a joint web portal and online workspace for working groups for the CMS Family (so far used by parts of the Family).

⁶⁰ CMS COP Resolution 9.13, 2008, para. 1.

⁶¹ The resolution launching the process instructed the Parties to take into account, among other things, “possibilities and options to deliver a more integrated conservation programme”; see CMS COP Resolution 9.13, 2008, para. 3.

⁶² ‘CMS / COP-10: The “Future Shape” of an Innovative Convention’ (2012) 42 Environmental Policy and Law 82, 82.

⁶³ CMS COP Resolution 10.9, 2011, Annex 1. The Resolution found that enhanced cooperation between CMS Agreements could be pursued, if appropriate, either through coordination between Secretariats or through merger of agreements, based on clustering/grouping of species or on ecology or geography.

⁶⁴ See AEWA Standing Committee, Doc StC 10.7 Rev.1, 2015. See also CMS Secretariat, UNEP/CMS/COP11/Doc.16.2, 2014.

- Informal cooperation on the development and implementation of other specific projects/campaigns and events (such as the CMS Family Species Champions Programme);
- Helping out of staff across the boundaries of Secretariats based in Bonn, e.g. in cases of absence of individual staff members or high workload (especially in the context of COPs/MOPs).

3.2 Non-institutionalized cooperative actions and sharing of services

Based on the overview of past synergy efforts in section 3.1, it is useful to distinguish between non-institutionalized cooperative actions and the more institutionalized sharing of services. As indicated, the Secretariats of the CMS Family have acquired a track record of cooperating on specific projects on a case-by-case basis. The benefits of such cooperation and coordination seem to be widely acknowledged (as apparent from the interviews). It was also mentioned in the interviews that such informal cooperation has some further potential, if the needs of other Secretariats are systematically considered by relevant staff, and may include, for example, joint training. Means to further the exploitation of such potential may include the strengthening of inter-secretariat information flows and mechanisms for coordination of planning.

Such a case-by-case cooperation is to be distinguished from the sharing of services involving the establishment of joint units on the basis of a joint programme of work and joint planning. Limited experience in this respect exists, as indicated above, with respect to the joint CMS/AEWA communications, information management and outreach unit. The merging of the ASCOBANS Secretariat functions into the CMS Secretariat may be considered to have a similar effect, but took a different form (namely an actual merger), that is not currently under consideration for other cases.

We attempt to highlight in the next sections which of the implications analysed arise for non-institutionalized cooperative action and which for the sharing of services. At the same time, this juxtaposition should not be taken to mean that both kinds of coordination and enhancing synergy would be mutually exclusive. Rather, specific projects to enhance synergies (such as those mentioned above) can also be implemented in a structure with shared services.

As a further background as regards the possible sharing of services, it should be useful to present data available as regards the common services existing in the different Secretariats as well as the resources allocated to each of these services, respectively. Taking into account document UNEP/CMS/COP11/Doc.16.2, Table 4 indicates the general service areas existing in the different Secretariats of the CMS Family treaties.

As this overview indicates, service areas considerably overlap among the CMS Family treaty secretariats. All of them engage (to varying degrees) in the meeting organization, capacity-building, implementation support, fund raising, IT services, translation services, and communications and outreach, while administrative services are

shared within UNEP for the Bonn-based secretariats. All secretariats outsource translation services and, except ACCOBAMS, IT services. Other services are provided by each secretariat, with communications and outreach shared between CMS and AEWA since 2014, as mentioned in section 3.1. Table 4 does not include areas of potential overlap and complementarity regarding more substantive areas of work, such as scientific and technical services or regarding particular (groups of) species.

Table 4: Provision of services by treaty secretariats of the CMS Family

Service	Treaty Secretariats					
	CMS	EUROBATS	ASCOBANS	AEWA	ACCOBAMS	ACAP
Administrative services	Shared within UNEP	Shared within UNEP	Shared within UNEP	Shared within UNEP	Secretariat	Secretariat*
Communications, information and outreach	Shared with AEWA	Secretariat	Secretariat	Shared with CMS	Secretariat	Secretariat
IT services	Outsourced	Outsourced	Outsourced	Outsourced	Provided by Monaco	Outsourced
Translation services	Outsourced	Outsourced	Outsourced	Outsourced	Outsourced	Outsourced
Fund raising	Secretariat	Secretariat	Secretariat	Secretariat	Secretariat	Secretariat
Implementation support	Secretariat	Secretariat	Secretariat	Secretariat	Secretariat	Secretariat
Capacity-building	Secretariat	Secretariat	Secretariat	Secretariat	Secretariat	Secretariat
Organization of meetings	Secretariat	Secretariat	Secretariat	Secretariat	Secretariat	Secretariat

* with assistance from host country

Note: Without the Common Wadden Sea Secretariat and the Gorilla Agreement.

Source: own compilation on the basis of document UNEP/CMS/COP11/Doc.16.2 and available budgetary documents.

Unfortunately, data on resource allocation (in particular, staff) for this analysis are not easily available. With the exception of CMS itself, the budgets adopted do not usually specify such resource allocation. The limited availability of data also affects the ability to calculate, even in a very general and hypothetical manner, in any detail possible financial efficiency gains of either the sharing of services overall or of specific services (see also section 3.4 below).

3.3 *Legal implications*

Whereas few legal issues arise with respect to informal actions to improve coordination, a number of such legal issues are potentially pertinent regarding more formal arrangements such as the sharing of common services or even the merging of institutions, agreements or services. Overall, the main legal issues that may arise are related to the following interlinked aspects:

- The level of overlap between the memberships of different treaties and MOUs within the CMS Family;
- Legal autonomy and independence of different instruments within the CMS Family (and applicable decision-making rules);
- Different administrative legal frameworks within the CMS Family, such as staff regulations and rules concerning the management and application of funds.

Memberships of different CMS Family instruments. Memberships of the different CMS Family instruments vary widely, providing for limitations in overlap. There is not a single country which is Party to all treaties within the Family. France, as the country with the highest participation in the treaties within the CMS Family, has become party to six of the eight treaties (while it is not a Ranger State to either the Gorilla Agreement or the Wadden Sea Agreement). Thirty nine countries are Parties only to CMS itself. Also, there are a limited number of countries that are Parties to daughter agreements without being Parties to CMS itself (see Figure 1). The situation for the MOUs is similar, with no one country being (able to be) signatory to all MOUs. Furthermore, several signatories of one or more MOUs are not Parties to CMS itself (see Table 3). Among smaller sets of three treaties, the highest overlap of Parties is among CMS, EUROBATS and AEWA (33 Parties), including less than half of the Parties to CMS and AEWA. Table 5 illustrates the very limited overlap of memberships with respect to the daughter agreements to CMS.

Not surprisingly, CMS itself has a central position and provides the broadest platform as it incorporates most of the countries that are Parties to its daughter agreements (and the MOUs) (see Figure 1). Notably, the Convention – in order to facilitate the broadest international cooperation possible – does not require the Parties to its daughter agreements to be also Parties to the Convention. This approach differs from the Framework Convention plus Protocol approach pursued in other areas of international environmental law, including the 1992 Convention on Biological Diversity, the 1992 UN Framework Convention on Climate Change, and the 1985 Vienna Convention for the Protection of the Ozone Layer. Nevertheless, the overwhelming majority of Parties to CMS' daughter agreements are also Parties to the Convention, as is illustrated in Figure 1. The same holds, to a slightly lesser extent, for the MOUs (see Table 3).

Table 5: Party membership in CMS' daughter treaties

Participation in treaties	No of Parties
Parties to 5 treaties*	1
Parties to 4 treaties**	4
Parties to 3 treaties***	18
Parties to 2 treaties****	26
Parties to 1 treaty	40

Note: Does not include membership of CMS.

* ACAP+ACCOBAMS+AEWA+ASCOBANS+EUROBATS

** ACAP+AEWA+ASCOBANS+EUROBATS or AEWA+ASCOBANS+EUROBATS+Wadden Sea

*** ACAP+ACCOBAMS+EUROBATS or ACAP+AEWA+EUROBATS or ACCOBAMS+AEWA+EUROBATS or AEWA+ASCOBANS+EUROBATS

**** ACAP+AEWA or ACCOBAMS+AEWA or ACCOBAMS+EUROBATS or AEWA+EUROBATS or AEWA+Gorilla or ASCOBANS+EUROBATS

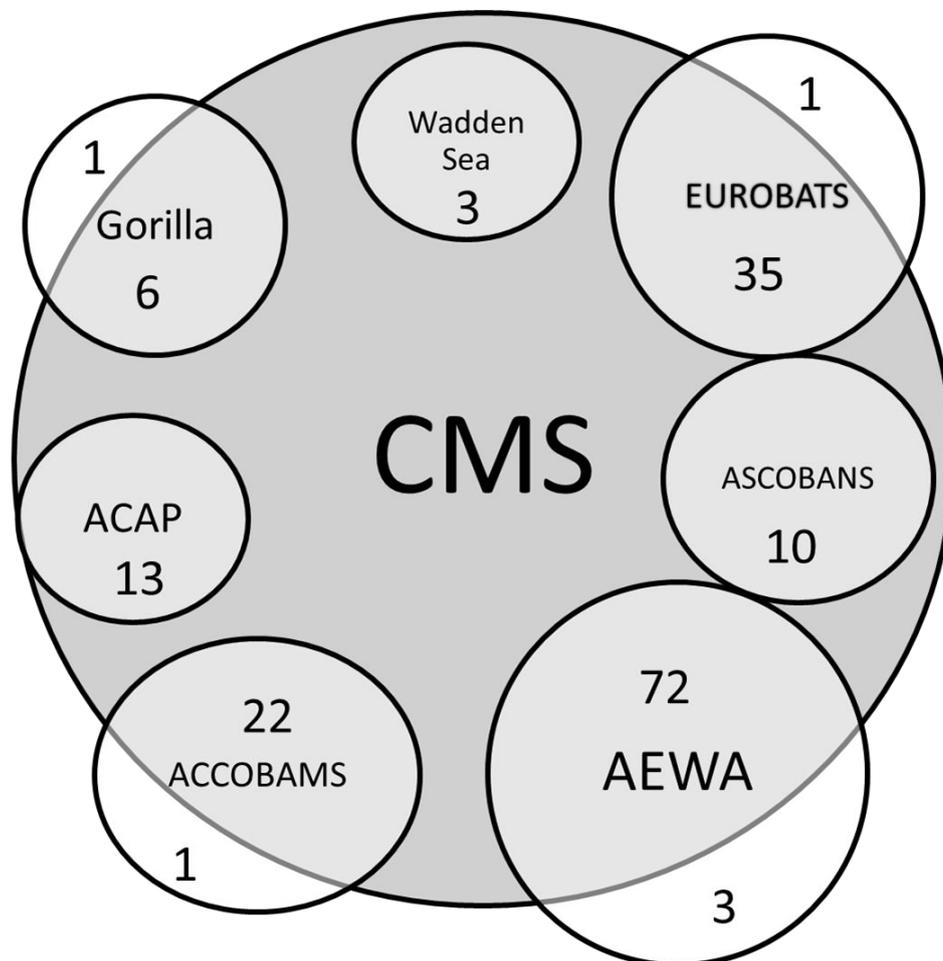
Source: own compilation.

The overlap of memberships of the CMS Family treaties depicted in Figure 1 differs from the situation with respect to the Basel, Rotterdam and Stockholm Conventions (“the Chemicals Conventions”) depicted in Figure 2. Whereas CMS has a central mother treaty around which more limited daughter treaties are grouped, the Chemicals Conventions are each independent global conventions which can and do have a high degree of overlapping memberships: 149 countries plus the European Union are Parties to all three Conventions. The limited number of agreements involved and the large overlap among their Parties may have facilitated efforts at synergy in this case. Nevertheless, the example of the Chemicals Conventions also demonstrates that the issue of limited overlap of memberships is not unique to the CMS Family.

Party overlap is relevant in particular for efforts at sharing services, while less relevant for non-institutionalized cooperation. The latter can in many (if not most) cases be initiated by the Secretariats concerned in their own authority (with proper information of and possibly approval by the Parties, as appropriate). In the case of sharing services, non-uniform participation across the various instruments has the legal consequence that cost- and time-sharing arrangements are required between different agreements (to which the Parties to all treaties involved have to agree; see next point). For example, if a post were shared between two agreements with identical memberships, cost-sharing should not constitute an issue since any Party would in any event have to contribute its share. With non-uniform participation, however, relative contributions of individual Parties to different agreements vary. A country that is only Party to one or a few of the treaties concerned may not want to contribute to the costs of the other one(s). Hence, reaching

mutually agreed cost and time-sharing arrangements between the relevant instruments may in this case be particularly challenging.⁶⁵

Figure 1: Party overlap between CMS and its daughter treaties

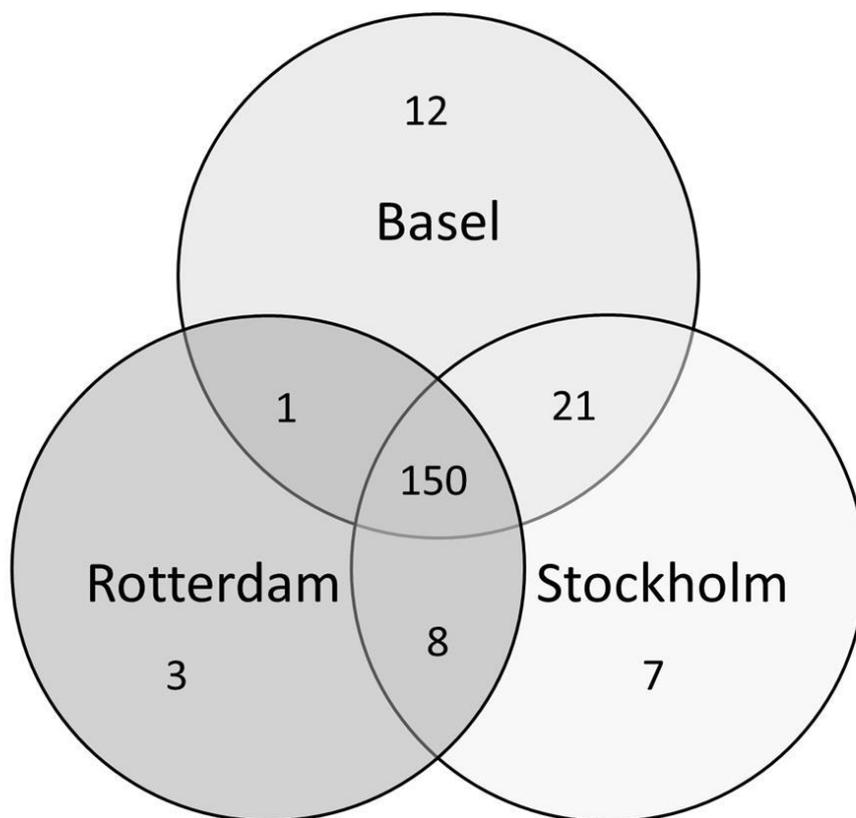


Source: own compilation.

It may furthermore be noted that this issue does not arise in the same way with respect to the MOUs within the CMS Family because secretariat services for MOUs are generally provided through the CMS Secretariat.⁶⁶

⁶⁵ The difficulty of achieving such arrangements may be aggravated by overlaps in jurisdiction and regulatory competence between different instruments. Although CMS instruments are based on distinctive lists of species and/or geographical areas, there may be instances in which jurisdictional authority can be disputed. For instance, with the extension of the geographical scope of ACCOBAMS in 2010, its area and species partly overlap with those of ASCOBANS (see Mrema and Frisch, 2011, p. 18). Such overlaps may make it more difficult to clearly allocate certain activities to one agreement where time and cost-sharing arrangements need to be defined. Overall, such overlaps have so far remained rather limited among the CMS Family instruments.

⁶⁶ However, it should be noted that certain MOUs receive funding from countries which are not Parties to CMS, such as is the case of the Sharks MOU (which receives funding from the USA), and of the Dugong and Raptors MOUs (which receive funding from the UAE).

Figure 2: Party overlap among the Basel, Rotterdam and Stockholm Conventions

Source: own compilation.

Legal autonomy of CMS Family instruments. The different treaties of the CMS Family establish, like multilateral environmental agreements in general, autonomous sectoral legal systems. The MOUs also constitute separate frameworks with independent decision-making bodies (mainly MOSs).⁶⁷ It may even be argued that the different CMS instruments, most notably the treaties, enjoy even more autonomy than Protocols to Framework Conventions in the Framework Convention plus Protocol approach mentioned above (since there are no requirements flowing from the Convention). As a result, there is hardly scope for centralized decision-making to provide guidance to different instruments (especially the treaties).

Consequently, reaching agreement on appropriate time and cost-sharing arrangements and other possible far-reaching actions to enhance synergy across the CMS Family instruments requires agreements by the respective governing bodies of the instruments (the CMS COP, the various treaty MOPs and, for some possible actions, MOU MOSs, all of which have different Party compositions). While reaching such agreement may politically not be a trivial task, examples such as the synergies process among the Basel, Rotterdam and Stockholm Conventions demonstrate that, with political

⁶⁷ It should be emphasized that MOUs are not treaties, as per the definition provided by the 1969 Vienna Convention on Law of Treaties, thus not being legally binding autonomous sectoral legal systems. Nevertheless, they provide an institutional and political framework for cooperation among their signatories.

will, agreement is possible (see Box 1). Legally, such agreements (including on sharing services) are possible and do generally not require amendments of the treaties themselves.

Table 6: Voting rules applicable in CMS Family treaties

Treaty	Voting procedure
CMS	<ul style="list-style-type: none"> – 2/3 majority as general rule – Consensus on budget issues
Wadden Sea Seals	<ul style="list-style-type: none"> – Consensus
EUROBATS	<ul style="list-style-type: none"> – 2/3 majority as general rule – 3/4 majority in financial matters
ASCOBANS	<ul style="list-style-type: none"> – Simple majority as general rule – 3/4 majority for financial issues and amendments
AEWA	<ul style="list-style-type: none"> – In case of lack of consensus, 2/3 majority – Unanimity for budget issues
ACCOBAMS	<ul style="list-style-type: none"> – Majority voting on procedural matters – 2/3 majority on other matters
ACAP	<ul style="list-style-type: none"> – If consensus is not possible, 2/3 majority – Consensus on certain issues (including rules of procedure and financial issues)
Gorilla Agreement	<ul style="list-style-type: none"> – Majority voting on procedural matters – 2/3 majority on other matters

Source: own compilation.

The need for decentralized decisions by the individual instruments raises the issue of the applicable decision-making procedures, including relevant voting rules. Depending on the applicable voting rule, decisions may require a majority, consensus or even unanimity. Table 6 provides an overview of the formal voting rules applicable under the different treaties of the CMS Family. While it should be taken into account that, as a general matter, decisions tend to be taken by consensus in practice, voting rules may have an impact even under those circumstances. As indicated above, these considerations hardly apply to non-institutionalized cooperative actions, which can in large part be implemented without cost- and time-sharing arrangements.

Different administrative legal frameworks. Another relevant legal issue concerns differing legal frameworks related to staff regulations and the management and application of funds. Whereas these regulations are essentially the same for the treaty Secretariats under the auspices of UNEP, other Secretariats of the CMS Family follow different arrangements. For instance, staff working for the Wadden Sea Secretariat follow rules from the German Federal public service, whereas those from ACCOBAMS follow rules from the Monacan public service. These lead, among other things, to different staff pay scales and regulations related to leave and working hours.

Also, in what relates to the management of funds, the arrangements vary considerably within the Family. For instance, ACAP funds are disbursed through the Tasmanian State Government, and its budgets are denominated in Australian Dollars, whereas the -agreements located in Bonn manage their funds through a common AFMU and have budgets denominated in Euros (as decided by the Parties).

As this discussion indicates, different administrative legal frameworks handicap efforts at enhancing synergies beyond the Bonn-based instruments. Actions to enhance synergies among Secretariats following different administrative rules thus face particular challenges as regards sharing of services and the establishment of common structures based on cost and time-sharing agreements. In cases of Secretariats under the auspices of UNEP, different administrative rules do not constitute a significant impediment.⁶⁸ Again, such impediments hardly weigh on non-institutionalized cooperative actions.

3.4 *Financial implications*

The financial implications of actions to enhance synergies such as the sharing of services are difficult to estimate with any degree of precision and confidence *ex ante*. Therefore, in this section, based on experiences from other processes and on relevant literature, we provide an overview of what these implications could be, with the caveat that a precise quantitative assessment is beyond the reach of this study. A more reliable assessment of the financial implications would, first of all, require the availability of further data (including on existing task descriptions, work programmes and related resource allocation as well as planned future priorities). It might therefore best be elaborated in close cooperation of and with the Secretariats concerned (as also happened in the case of the Chemicals Conventions addressed further below). Actual figures derived *ex post* would have to confirm any *ex ante* assessment.

Moreover, we would like to clarify upfront that any figures included in the following are based solely on publicly available data, such as data contained in various resolutions on budgetary issues from the CMS COP and from the MOPs of its daughter agreements. Therefore, figures may fail to take into account other variables, such as contributions earmarked for specific projects and *ad hoc* support provided by certain Parties.

Overall, financial implications of actions to enhance synergies, especially the sharing of services, as identified in this study and discussed in the following are related to the following issues:

- Potential cost reductions;

⁶⁸ It should be noted that the coordinating units of the IOSEA Turtles MOU as well as the Raptors and Dugong MOUs form part of the CMS Secretariat so that administrative rules should also not constitute a significant impediment to actions to enhance synergies. However, their different location and related funding arrangements that are based on decisions of the respective MOSs limit the scope for sharing services.

- Potential cost increases;
- Potential impact on financial support provided by the Parties;
- Potential impact on the mobilization of external funding for the CMS Family.

Potential cost reductions. Savings, materializing in reduced budgets or – more appropriate in the context of CMS – in “doing more with the same”, may be one of the main motivations and objectives of actions aimed at enhancing synergies. Such savings are closely related to efficiency gains sought, as discussed in section 3.5 below. As Parties have indicated a need for further enhanced secretariat support, especially as regards implementation, it may be more appropriate to refer to “enhanced cost effectiveness” than to “cost reductions”. Such enhanced cost effectiveness may alleviate some of the pressure on Secretariats to live up to Parties’ expectations within existing budgets (given current lack of resources).

An example within the CMS Family already exists: the provision of secretariat services to ASCOBANS by the CMS Secretariat. Quantified data that would allow us to draw firm conclusions on cost reductions/enhanced cost effectiveness achieved are, however, not available:⁶⁹ on the one hand, contributions by Parties to the core budget have remained relatively stable (also due to efficiency gains achieved) and Parties have been found to be satisfied with efficiency gains and cost reductions realized. On the other hand, it is unclear to what extent a high amount of overtime by CMS staff, the relatively low grade of the coordinator (P-2) and contributions by the CMS Secretariat at large may have to be accounted for.⁷⁰ It should furthermore be taken into account that the usefulness of the incorporation of the ASCOBANS Secretariat functions into the CMS Secretariat as a precedent is limited as regards the sharing of services, since the latter does not amount to a full “merger”. Having said that, the ASCOBANS case does provide relevant indications as referred to below.

Looking beyond the CMS Family, the synergies process among the Rotterdam, Basel and Stockholm Conventions provides a relevant example (see Box 1). While each and every case has its particularities that need to be taken into account, the core of the “internal dimension”⁷¹ of the synergies process of the Chemicals Conventions consisted in “synergizing and streamlining delivery of essential services”.⁷² At the core of this effort was the building of joint units in common service areas across the three conventions. In particular, savings potentials were identified in the following common service areas: administration, financial management and conference services; legal and compliance

⁶⁹ The evaluation of the merger performed in 2008 pointed to the fact that the personnel component for ASCOBANS led to expenses of USD 180,778 in 2006 (before the merger), whereas in 2007 (after the merger) expenses amounted to USD 167,981. However, it should be noted that these figures only relate to the personnel component, and are subject to the influences of varying exchange rates between USD and EUR. See Kurukulasuriya and Kitakule-Mukungu, 2008, pp. 34-35.

⁷⁰ See discussion in section 3.1 and sources provided there.

⁷¹ Willis, 2011, p. 269.

⁷² Ibid.

services; capacity-building and training; resource mobilization and partnerships; and information management.⁷³ Whereas these service areas are divided in ways that are different from what has been considered with respect to the sharing of services among the CMS Family Secretariats, they in large part overlap.⁷⁴

In 2006, prior to the implementation of the synergies process among the aforementioned conventions, savings were estimated to amount to USD 765,000 per year for the integration of all aforementioned service areas of all three conventions, taking into account staff costs only. This represented a reduction of nearly 20% of the total costs of these services together, as provided independently by the three Conventions prior to the establishment of the joint units, with concrete planned savings varying between the service areas. The underlying analysis and planning was prepared by UNEP as the mother institution of the three Convention Secretariats (in consultation with them).⁷⁵ The successful implementation of the cost savings was confirmed by an audit in 2015, although some delays in realizing the full potential have been encountered. Taking into account personnel as well as other costs (infrastructure, meetings, travel and staff development), actual savings of USD 498,768 were reported as achieved for 2012, and USD 603,680 for 2013 (as compared to a potential of more than USD 1 million).⁷⁶ Up to 75% of these savings related to personnel costs.⁷⁷ These cost reductions compare to combined budget figures for the three conventions (contributions to core budgets) of about USD 14.2 million for 2012 and USD 14.5 million for 2013 (i.e. the reductions accounted for about 3-4 per cent of the overall budget).

⁷³ See Supplementary Analysis the of financial and administrative arrangements that would be needed to implement any changes proposed to enhance synergies and cooperation between the secretariats of the chemicals and waste conventions, UNEP/POPS/COP.2/INF/18, 2006.

⁷⁴ See also section 3.2 above.

⁷⁵ These calculations referred only to staff costs and were based on two options: 1) common head and common convention support limited to core management functions; 2) integrated administrative support plus integrated implementation and technical assistance services. Overall, the figures were deemed moderate, but it was argued that “there are considerable efficiency gains for all three secretariats through the provision of joint services”. See Supplementary Analysis the of financial and administrative arrangements that would be needed to implement any changes proposed to enhance synergies and cooperation between the secretariats of the chemicals and waste conventions, UNEP/POPS/COP.2/INF/18, 2006.

⁷⁶ These savings had, however, to be reallocated to fill gaps in the budget as a result of higher staff costs caused by fluctuations of the exchange rate between the US Dollar and the Swiss Franc, as well as arrears in contributions by Parties. See Report on cost savings resulting from synergies among the Basel, Rotterdam and Stockholm Conventions for the period 2012-2013, UNEP/POPS/COP.7/INF/48, UNEP/FAO/RC/COP.7/INF/28, UNEP/CHW.12/INF/42, 2015. See also Basel Convention, Rotterdam Convention and Stockholm Convention, UNEP/FAO/CHW/RC/POPS/EXCOPS.2/INF/22, 2013, and UNEP/CHW.12/INF/43; UNEP/FAO/RC/COP.7/INF/28; UNEP/POPS/COP.7/INF/49, 2015.

⁷⁷ While in this case personnel resources were reduced, under the circumstances of the CMS personnel resources freed in certain service areas may be reallocated to other areas of work such as implementation support.

Box 1: Synergies – the example of the “Chemicals Conventions”

The Parties to the 1989 Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and their Disposal, the 1998 Rotterdam Convention on the Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade, and the 2001 Stockholm Convention on Persistent Organic Pollutants, together often referred to as the “chemicals conventions”, have since 2005 adopted a series of decisions and actions aimed at enhancing the cooperation and coordination among these treaties, in order to facilitate their implementation.

In 2005, the three COPs established an Ad Hoc Joint Working Group to prepare recommendations on the issue. The Working Group’s final report of 29 March 2008 recommended, among other things, the harmonization and synchronization of national reporting, coordinated meetings (including COP meetings), the establishment of joint management for joint services and activities, and the establishment of joint services in areas such as administration, finances, law, information technology and information. The three COPs adopted the recommendations as a set of separate COP decisions, known as “synergies decisions”, with nearly identical texts in 2008 and 2009.

In 2010, simultaneous extraordinary meetings of the COPs held in Bali, Indonesia, adopted a series of “omnibus decisions” on areas such as: joint activities, joint managerial functions, joint services, synchronization of budget cycles, joint audits, and implementation review arrangements. Key among its provisions is the request for UNEP to recruit a joint head for the Basel Convention Secretariat, the Stockholm Convention Secretariat and the UNEP Part of the Rotterdam Convention Secretariat.

In 2011, COPs held separately adopted substantively identical decisions on synergies. These decisions, among other things, provided flexibility for the “Executive Secretary of the Basel Convention, the Stockholm Convention and the United Nations Environment Programme part of the Rotterdam Convention” to determine the staffing levels, numbers and structure of the Secretariat within the established budget levels.

In 2013 and 2015, the three COPs met back-to-back. An omnibus decision was adopted in 2013, agreeing to the organization established by the Secretariat and to undertake a review of the arrangements at the COPs in 2017.

Each convention retains its own budget. However, in light of their joint management, as well as of the existence of several joint services, the financing of certain activities is shared among the three conventions. For instance, the payment of staff costs is divided among the three convention budgets.

Source: ‘History of the Synergies Process’ at <<http://synergies.pops.int/Decisionmaking/Overview/SynergiesProcess/tabid/2615/language/en-US/Default.aspx>> accessed 17 August 2015.

Based on these experiences, it can be concluded that there is indication of a limited but significant potential for enhanced cost-effectiveness through the sharing of services. What the concrete potential may be in the case of the Secretariats of the CMS Family, in particular those co-located in Bonn, is difficult to ascertain. The above example of the Chemicals Conventions would suggest a cost-effectiveness potential of the common services concerned of about 20%, but also that this potential may vary between service areas. Also, increases in cost effectiveness do not necessarily translate into decreases of costs if the workload, demands and outputs pursued increase at the same time (as has been

the case for the CMS Family Secretariats already). Unfortunately, a breakdown of (personnel) costs and staff resources per service area is not readily available for the CMS Family Secretariats and can thus not be used here for further assessment. Reductions of travel costs could also be a possible outcome of sharing of services and the creation of joint units, although a precise estimate would require analysing the current travel intensity and identifying overlaps in the attendance of meetings among different units/Secretariats (which is beyond the scope of this study).

Model calculations/scenarios. Because of these limitations, any model calculations/scenarios can only have purely indicative value. Given the request for more concrete figures (see comments reflected in Annex 2), we nevertheless engage in two such calculations/scenarios here to illustrate the possible cost effectiveness potential.

1. First, assuming that a similar ratio of the overall budgets could be freed as in the case of the Chemicals Conventions and taking into account the four Bonn-based CMS Family Secretariats, resources amounting to about EUR 125,000-165,000 might become available for strengthening implementation support: The combined core budgets for the four Bonn-based CMS treaties for 2015 amounted to around EUR 4.14 million. 3-4% of this sum would thus amount to a range of around EUR 125,000-165,000, indicating a possible cost-effectiveness potential.
2. A second, hypothetical model calculation or scenario could relate to the common service areas themselves, applying the savings potential of up to 20% as identified in the case of the Chemicals Conventions. Two parameters may be applied: financial costs (in EUR) and resource allocation (in terms of FTE of personnel), which may not necessarily match. Assuming a combined cost for personnel in the participating secretariats in a relevant service of EUR 360,000, an improvement in cost effectiveness of up to 20% would be equivalent to up to EUR 72,000. Thus, assuming that the individual agreements had invested together 1.5 FTE professional staff and 2 FTE general staff in the service in question, 0.5 FTE general staff would be freed for other tasks such as strengthening implementation support, if the joint unit could be run with 1.5 FTE professional staff and 1.5 FTE general staff.

We wish to emphasize that any such calculation remains purely hypothetical and illustrative at this time. It may especially illustrate the type of planning exercise a concrete scheme would imply and require (as well as the limitations of trying to calculate concrete figures without more complete data and joint planning of the Secretariats concerned). As in the case of the Chemicals Conventions, such an exercise should involve work and resource planning, which may be most usefully done jointly by the Secretariats involved (including any possible implications on travel).⁷⁸ It is also worth recalling that the example of the Chemicals Conventions, in line with the experience of the incorporation

⁷⁸ In the Chemicals Conventions, for example, this exercise was a mix of bottom-up and top-down approaches; see Willis, 2011, p. 269; see also section 3.5 below.

of the ASCOBANS Secretariat functions into the CMS Secretariat,⁷⁹ suggests that the full realization of an identified potential for enhanced cost effectiveness may require several years to fully materialize.

Finally, the potentials identified above apply to the sharing of services among the relevant Secretariats rather than intensified non-institutionalized collaborative work. Most of the underlying potential for efficiency gains would, as discussed in section 3.5 below, especially result from the sharing of services. In this context, it may be noted that the potentials identified in the case of the Chemicals Convention came on top of various non-institutionalized synergy efforts pre-dating the further integration of secretariat services.⁸⁰

Potential cost increases. Actions to enhance synergies, including the sharing of services, may at times also lead to higher costs, at least in the short term. In this context, we may consider transaction costs occurring in the establishment of common services, the monetization of previously unmeasured costs, adjustment of personnel pay scales, as well as new infrastructure costs.

To start with, the establishment or expansion of common services does require adaptations and generally efforts which may also lead to direct costs, e.g. for training of personnel and restructuring. These aspects are further addressed in section 3.5 below and therefore not discussed in detail here. It is worth noting that these costs are mostly of a transitional character so that they tend to decline over time. They may be one of the reasons why any increases in cost-efficiency usually take time to materialize fully, as mentioned above, and may thus be already reflected in the figures provided above on the example of the Chemicals Conventions.

Moreover, previously non-monetized efforts may be turned into visible costs as a result of the restructuring involved in actions to enhance synergy, especially the sharing of services. Within organizations, it is frequent to have *ad hoc*, non-institutionalized collaborative arrangements among departments. Thus, staff members informally provide mutual and reciprocal support resulting in extra (unpaid) time employed in other departments. Such “in kind” contributions may also involve voluntary commitments from outsiders (e.g. national focal points or experts), sharing of equipment and tools, etc.⁸¹ as confirmed by our interviews, such non-institutionalized arrangements seem to be in use also among the Secretariats of the CMS Family. Once the collaboration is formalized, these previously uncalculated costs may become apparent, due to the need to track activities more closely in light of cost and time-sharing agreements. It should be noted that these costs were usually also incurred previously, but had remained “invisible” and

⁷⁹ See section 3.1 above and sources provided there.

⁸⁰ See Basel Convention, UNEP/CHW.8/INF/28, para. 41.

⁸¹ Several interviewees pointed to the existence of informal collaborative arrangements within the CMS Family, which have provided the basis for collaboration among teams from different Secretariats.

were not calculated due to the informality of the arrangements. They may thus not represent real cost increases.

Furthermore, synergies may lead to increases in personnel costs in two instances. First, changes of administrative arrangements may lead to higher staff costs. Hence, staff costs within EUROBATS and ASCOBANS rose after they joined the UNEP administrative framework, given the need to follow UN rules on employment. Therefore, if treaties currently hosted outside of UNEP were to be incorporated into it, such as through their co-location in Bonn, this could result in increases in personnel costs. This should not be an issue regarding actions to enhance synergies among the Bonn-based Secretariats.

Second, some increases of personnel costs could result from the creation of any joint units for the sharing of services among CMS Family Secretariats where such units imply the creation of some middle management in the form of unit coordinators requiring a minimum staff level. This has been an issue in the joint CMS/AEWA communications, information management and outreach unit whose coordinator has a staff grade not appropriate for a coordinating role.⁸² Whether this would also be an issue with respect to any other joint units will depend on the exact composition of and the division of work within that specific unit.

Similarly, other costs, related to infrastructure, may rise under specific circumstances (especially in the case of re-location of non-Bonn based Secretariats to Bonn). At the moment, the host countries of the Secretariats of some instruments, such as ACCOBAMS and ACAP, have provided infrastructure and support that would be lost if they moved to Bonn.⁸³ At the same time, it would need to be taken into account that Germany, under the Headquarters agreement with UNEP and CMS, also provides support to CMS Family Secretariats located in Bonn, including for office space and maintenance. In joining the UNEP framework, Secretariats of the Family moving to Bonn would become subject to UNEP's general 13 per cent overhead costs in exchange for UNEP's infrastructure and support (including by the Administrative and Fund Management Unit). Whether this would result in net cost increases would depend on current arrangements for services then delivered by UNEP. An exact determination of the financial implications of the moving of non-Bonn based Secretariats to Bonn would thus require a comparison and exact quantification of the benefits arising from the different Headquarters agreements (taking into account arrangements with UNEP in Bonn). These considerations would not be relevant for enhancing synergies and sharing services among the Bonn-based Secretariats.

⁸² It was proposed by the CMS Secretariat, at the last CMS COP, that the staff member in question be promoted to P-3 status, with the additional staff costs being paid from the CMS budget, but the proposal was ultimately rejected. See AEWA Standing Committee, Doc StC 10.7 Rev.1, 2015, p. 5.

⁸³ In the case of the ACAP Secretariat, the resulting benefits have been estimated to be approximately AUD 130-170,000 per year.

Financial support by Parties. Another possible financial implication of actions to enhance synergy relates to the level of financial support provided by the Parties to the various instruments within the CMS Family. If synergies lead to enhanced cost effectiveness, Parties may be inclined to reduce their contributions to the various budgets within the Family. Through the effects of inflation, freezing budgets/ contributions at a certain level for a long period of time, i.e. keeping them nominally constant, could have a similar effect.

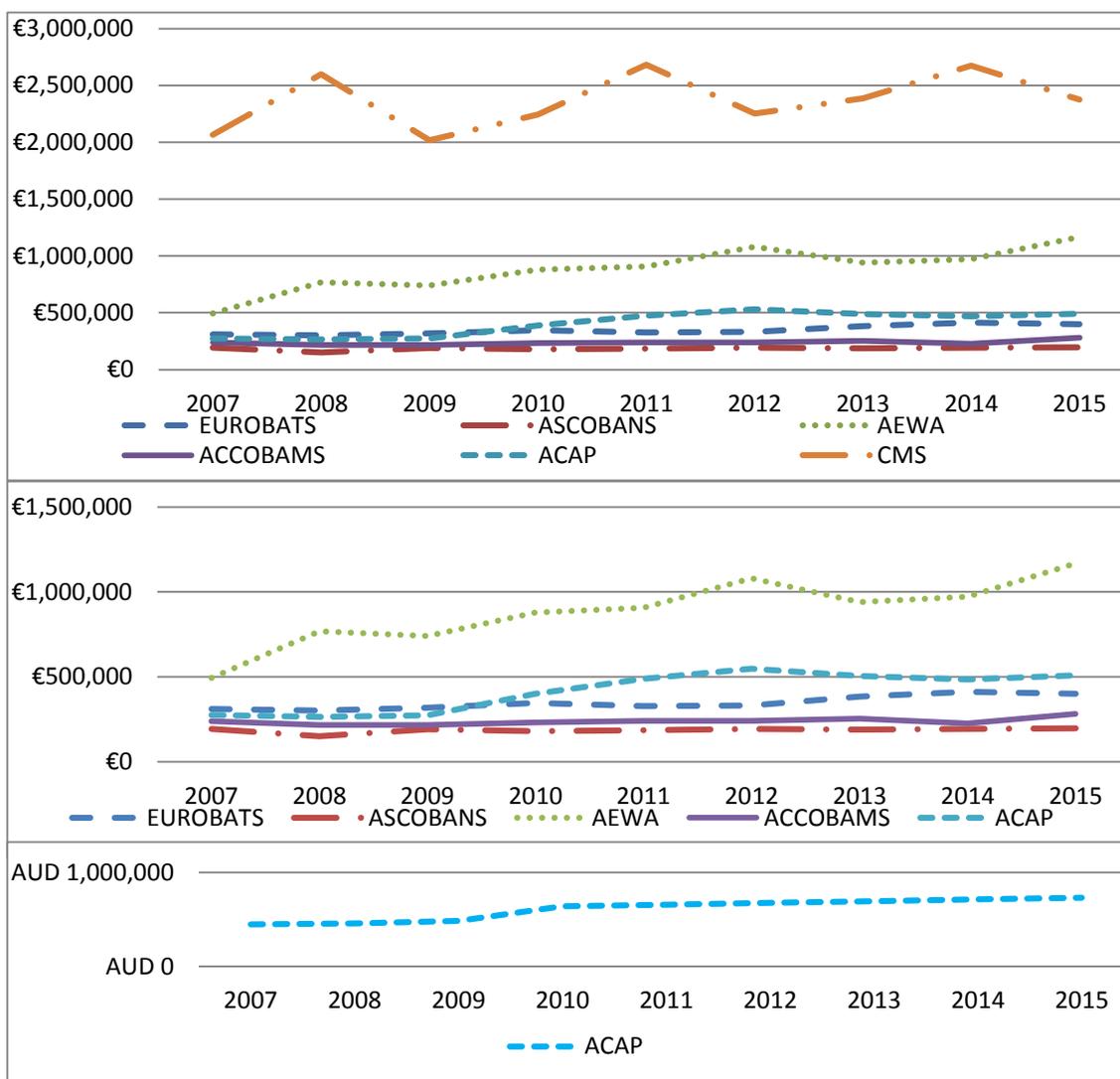
An inclination by Parties to reduce financial contributions carries a number of possible dangers. To start with, Parties may overestimate the potential for savings and thus provide insufficient financial support thus endangering the proper functioning of vital secretariat services. In this context, Parties may tend to ignore or underestimate significant transaction costs incurred in the transition, as mentioned in section 3.5. Furthermore, indication of reduced contributions by Parties may negatively affect the operations of the Secretariats by reducing staff motivation and creating or exacerbating uncertainty (see also section 3.5 below). In this context, it should be noted that the Secretariats of the CMS Family as such, for their biggest part, are already widely considered under strain due to limited funding and a desire of Parties to provide more support to actual implementation, an assessment shared by many interviewees.⁸⁴ It might be possible to alleviate the aforementioned dangers, for instance by means of a public political commitment by Parties to provide continued financial support to the operation of the CMS Family. This issue in any event deserves careful consideration and handling.

At the same time, one may not only fear that Parties might reduce financial contributions in reaction to enhanced cost effectiveness, but also that they may do so in any event or in reaction to a perceived lack of efforts at enhancing cost effectiveness. It is difficult to know the balance of related considerations by (different) Parties.

In this context, it is instructive to consider the development of the budgets of the CMS Family treaties over the recent past. Figure 3 provides data on the development of the core budgets of the relevant six treaties (excluding the Gorilla Agreement that does not have a proper core budget) from 2007 to 2015. According to the data available and presented, Parties have so far not reduced their financial support to the CMS Family treaties. Especially over more recent years, core budgets (and related contributions by Parties) have, with some fluctuations not least due to meetings of COPs/MOPs and with modest increases in some cases, remained more or less stable.⁸⁵ This overall stabilizing trend, has happened despite an increasing demand and work load – and despite or because of past actions to enhance synergies, as discussed in section 3.1 above. It may indicate that there is little room for increasing budget allocations and contributions by Parties in the nearer future. This expectation was confirmed in the interviews conducted.

⁸⁴ See also CMS COP Resolution 11.3, 2014, Preamble, and AEWa Standing Committee, 2013, para. 169 and Annex II.

⁸⁵ In the case of ACAP, they have been subject to an annual increase in terms of Australian Dollars.

Figure 3: Annual core budgets of CMS Family treaties 2007-2015

Source: own compilation from relevant resolutions of treaty governing bodies.⁸⁶

Mobilization of external funding. Another possible financial implication of actions to enhance synergies is related to their effect on the mobilization of external funding, beyond contributions to the core budget. In this respect, it has been argued in the interviews that two institutions acting independently may obtain more funding, in total, than a single institution (such as a jointly coordinated unit), since independent bids would overall increase the chances of success. However, the counterargument (also presented in the interviews) is that, in reality, a unified approach could bring to bear a greater weight and visibility to seek external funds in comparison to two small institutions acting independently, including by facilitating a more strategic, coherent and coordinated

⁸⁶ ACAP budget is originally in AUD. Exchange rates adopted: 1.6348 AUD per EUR for 2007; 1.7414 for 2008; 1.7737 for 2009; 1.6008 for 2010; 1.3483 for 2011; 1.2407 for 2012; 1.3773 for 2013; 1.4722 for 2014; 1.4398 for 2015 (average from 01/01/2015 till 18/08/2015).

approach.⁸⁷ Such an approach may not exclude seeking donations for individual agreements, but should facilitate combining bids where useful. While the evidence on whether independent units or a joint unit are more effective and efficient in attracting funds remains somewhat inconclusive, this argument essentially relates to the question of the usefulness of sharing this particular service.

Beyond this question, efficiency gains within the CMS Family resulting from enhanced synergies in general might, as in the case of the core budget discussed above, improve the Family's overall profile and increase its attractiveness to potential donors. Donors tend to seek the maximum possible return from their donations in terms of benefits (in this case, in the form of conservation);⁸⁸ therefore, a more efficient arrangement within the CMS Family, which led to greater productivity and greater gains in terms of conservation (see also section 3.6 below), might improve the prospect of securing funding in addition to the core budget.⁸⁹ Overall, there is evidence that organizations perceived as more efficient and reliable are, *ceteris paribus*, able to secure greater access to donations.⁹⁰ Therefore, if actions to enhance synergies (both through non-institutionalized collaboration and the sharing of services) lead to greater efficiency, this may have a positive impact on the ability to attract voluntary funding.

3.5 Administrative and operational implications

This section discusses in broad terms the potential administrative and operational implications which may arise from actions to enhance synergies. In particular, the following issues are explored:

- Gains in efficiency and performance,
- Negative effects and problems arising from reorganization and adaptation
- Autonomy of agents.

Efficiency and performance gains. Actions to enhance synergies, including common services, have a significant potential to increase efficiency and improve performance, in particular through enabling specialization and reducing double-work, creating economies of scale, increasing resilience through creation of critical mass, facilitating coordination and overarching strategy, and – eventually – more productivity/ effectiveness. While these potential gains are at the root of the potential for enhanced cost effectiveness

⁸⁷ It has been observed that donors have at times preferred to provide funding for projects which would benefit more than one agreement within the CMS Family, thus reinforcing the argument for the benefits of a coordinated approach.

⁸⁸ Yen et al., 1997, p. 248; Echazu and Nocetti, 2015, pp. 49-50 and 52.

⁸⁹ It has also been stated, in the interviews, that a more efficient structure may contribute to enhancing the overall attractiveness of the CMS Family. If this could contribute to additional countries joining the treaties of the Family, it should also lead to increased contributions to the core budgets.

⁹⁰ Waters, 2011, p. 470; Privett and Erhun, 2011, pp. 471-472.

discussed in section 3.4 above, this should not overshadow their perhaps more significant substantive component: the potential to provide a significant improvement of overall performance. Progress achieved over the past years in this respect should be acknowledged, so that future efforts can build on past successes.⁹¹

Efficiency and performance gains can first of all result from a reduction of double work and greater specialization (including “economies of scale”). For instance, some staff could specialize in providing assistance to the organization of conferences and meetings for the whole CMS Family, or a significant part of it (such as the agreements co-located in Bonn), thus freeing up capacity of other staff who currently need to make the arrangements individually within their own agreements.⁹² Also at the more substantive level, it has been suggested that expert units working across the instruments could be established, focused, for instance, on certain taxa, or certain regions (or a combination of both), perhaps building on already existing non-institutionalized collaborative arrangements.

Gains can be significant in the case of the combination of resources of relatively small units which generally address similar tasks, as is the case with the Secretariats of the CMS Family. Their comparatively small size limits options for specialization without arrangements for cooperation, while potential for improvement (“economies of scale”) arising from sharing services is pronounced given the similarity of tasks to be fulfilled. Actions to enhance synergies, including common services, thus offer the prospect for particularly significant improvements of performance.

Combining resources into somewhat bigger and specialized units also enhances organizational resilience. The establishment of joint units, or at least the close coordination between units, has the advantage of increasing the pool of persons working together on certain issues, thus allowing for smoother and quicker replacements if necessary, such as in case of maternity leaves or absence due to sickness or holidays. Creation of such critical mass could reduce the number of “single points of failure” in the staff pool, i.e. the chance that important processes grind to a halt, are delayed or are generally negatively affected as a result of an absence or leave of an employee, thus providing greater resilience to the system. For example, it has been pointed out that the incorporation of ASCOBANS into the CMS Secretariat allows it to draw on broader expertise and capacity beyond the individuals specifically allocated to administering ASCOBANS.⁹³

Furthermore, actions to enhance synergies, including common services, could facilitate harmonized/coordinated approaches and overarching strategy across the CMS

⁹¹ See also section 3.1.

⁹² It has been suggested in the interviews that this could be outweighed by a decreasing flexibility and closeness to Parties of individual agreements. Therefore, if actions to enhance synergies in this area were to be adopted, a careful transition management would be recommended, in order to ensure that such arrangements are not disrupted and that costs do not increase.

⁹³ Interviews. See also CMS Secretariat, UNEP/CMS/Conf.10.34, 2011, para. 10-11.

Family. While such harmonization and coordination has already significantly advanced (e.g. recent drive towards coordinated communication strategies), the further institutionalization of cooperation in the form of common services can be assumed to help exploit the existing potential further. This should also support and reinforce the aforementioned efficiency gains, thus promising improvements in quality and impact.

The potential for the efficiency and performance gains discussed so far seems well established and widely acknowledged, especially for institutionalized approaches such as sharing services (as compared with non-institutionalized cooperation efforts). A case in point is, for example, the interim evaluations of the joint CMS/AEWA communications, information management and outreach unit, which the CMS Secretariat and the AEWA Secretariat presented in October 2014 and June 2015, respectively.⁹⁴ The scope for specialization and a centralized approach to (certain aspects of) communication (e.g. management of websites and other online tools) is highlighted, as are the opportunities created for a more coherent strategic approach to communication and other advantages, including regarding the resilience of the team to absences of individuals. The evaluations of the ASCOBANS arrangements also support that the discussed efficiency and performance gains can be reaped.⁹⁵ Scepticism and criticism have especially been expressed with respect to the extent this potential can actually be realized and will not be outweighed by disadvantages such as reorganizational costs and the need for appropriate management of arrangements and conclusion of cost and time-sharing agreements. Concern about differential impacts on the participating secretariats has also been expressed. These potential downsides are discussed below.

In two areas, potential for efficiency gains from synergies actions seems less certain in the CMS context. First, potential for additional savings through the combination of meetings appears more limited within the CMS context. The scope for the combination (co-location, back-to-back meetings) has already been exploited to some extent and further room for improvement is limited in the CMS context since various agreements cover different species and/or regions. On occasion, a further combination of meetings may still be possible to exploit more fully overlaps of participants and reduce organizational costs for the Secretariats. Exploiting this – limited – potential could be facilitated through a coordinated approach to meeting planning and management.

Second, a certain scope for efficiency gains may also exist with respect to staff travel. In the case of the Chemicals Conventions, staff travel could be reduced as a result of the combination of services and the merging of the secretariats.⁹⁶ However, the extent to which such potential exists in the case of the CMS Family is uncertain. No data on the attendance of meetings by staff from different secretariats could be evaluated, and related potential was not prominently highlighted in the interviews.

⁹⁴ CMS Secretariat, UNEP/CMS/COP11/Doc.16.2, 2014; AEWA Standing Committee, Doc StC 10.7 Rev.1, 2015.

⁹⁵ ASCOBANS Advisory Committee, MO7/Doc.8-01, 2012, para. 8 and 15.

⁹⁶ See section 3.4 above.

Finally, it deserves mentioning that the efficiency performance discussed here links to an improved effectiveness of the agreements. This dimension is further discussed in section 3.6 below.

Negative effects and problems of reorganization and adaptation. Far-reaching actions to enhance synergies, such as the sharing of services, may entail certain issues arising from reorganization and adaptation that may result in monetary costs (see section 3.4 above), but may also reduce productivity or operational performance. While these issues tend to decline over time, their size and duration crucially depend on arrangements in place in order to manage the transition. The successful establishment of effective transition management in turn requires a common understanding and vision of all major stakeholders.⁹⁷ The potential negative effects and problems discussed here would seem to be far less relevant for non-institutionalized synergy efforts.

Many of the relevant potential negative effects and problems relate to adaptation to a new organizational structure, such as the effort required for preparing for new structures whilst continuing to run the old ones.⁹⁸ For example, staff may need time and effort to find their way in a reshaped organizational environment and to adapt to a new task portfolio (including for training and retraining), which may impair performance. Moreover, uncertainty with regard to an upcoming reorganization has been found to have a potential to negatively affect performance already during the period immediately preceding reorganization.⁹⁹

Part of these easily overlooked “soft” issues is the need to rebuild existing networks and adapt (informal) procedures. The establishment of new structures may break up existing networks. In the case of the CMS Family, for example, existing, mostly informal *ad hoc* collaborative arrangements between (individuals in) different Secretariats – the importance of which was emphasized in the interviews – could be disrupted by organizational change.¹⁰⁰ Furthermore, there may be costs related to the adaptation of procedures and the creation of new procedures as a result of organizational changes (e.g. standard operating procedures, including reporting and decision-making), which may, at least for a certain period of time, detrimentally affect operational performance within the Family.¹⁰¹ It would require time (and effort) for new arrangements to emerge and (informal) procedures to be adapted/revised so as to ensure full operational effectiveness.

In the case of sharing of services among the CMS Family Secretariats, particular challenges related to human resources exist. First of all, such services may imply a certain

⁹⁷ Our interviews as well as the comments on the draft study indicate that this requirement may not yet be fulfilled in the case of the CMS Family Secretariats.

⁹⁸ Andrews and Boyne, 2012, p. 302.

⁹⁹ Ibid., pp. 308-309.

¹⁰⁰ See also *ibid.*, pp. 298-299.

¹⁰¹ Weber and Camerer, 2003, p. 409.

level of coordinated human resource policy and management across the participating agreements, including by their governing bodies (for example, to ensure an appropriate and coherent staffing of joint units in terms of staff grades¹⁰²). Relatedly, individual staff members in the relevant Secretariats at times fulfil different tasks (pertaining to several services). Hence, a sharing of services may require a certain shuffling (since it requires more than just putting certain posts in one unit).

A further aspect concerns looming actual or perceived distributional effects. Thus, if a joint unit was formed by very well performing staff from one side and lower-performing staff from the other side, the former side may consider having lost in own performance and in terms of a fair burden-sharing.¹⁰³

Finally, different organizational cultures need to be taken into account. Synergies are maximized when the best aspects of different organizational cultures are combined to generate a result which is greater than the sum of their parts.¹⁰⁴ Examples from the private sector, based on organizational mergers, point to bad results arising from the attempt to impose the corporate culture of one of the organizations over the other, including the voluntary departure of key staff.¹⁰⁵ In order to avoid similarly negative implications within the CMS Family, actions to enhance synergies within it should therefore take into account its “cultural diversity” (which may be relatively limited in the case of the co-located Secretariats, but should nevertheless not be neglected).

Many, if not most, of the aforementioned potential negative effects and problems tend to decline and eventually disappear once staff gets adapted to the new organizational structure¹⁰⁶, and can be minimized by means of a proactive and careful management of the transition. Failure of such management, in contrast, can have serious repercussions on operational performance. Successful management, and thus the realization of a successful transition and the associated benefits and gains, is crucially dependent on leadership competences, staff motivation, and a sufficient level of trust among those involved in the process.¹⁰⁷ The way in which organizational changes are managed has a direct effect on the attitude of staff towards the process. The role of the managers of this process is therefore essential for keeping staff engaged and motivated. While authoritative decision-making can contribute to and ensure the clarity needed, transition management needs to ensure that change is conducted transparently, with clearly communicated objectives, purposes and benefits, in order to reduce resistance to change.¹⁰⁸ This first of all requires a common understanding and vision of all major players. Furthermore, involving the

¹⁰² See Section 3.4 above on potential cost increases.

¹⁰³ This issue was raised in the interviews.

¹⁰⁴ Weber and Camerer, 2003, p. 400.

¹⁰⁵ Ibid., pp. 400–401.

¹⁰⁶ Lim, 2014, pp. 8-9.

¹⁰⁷ Battilana et al., 2010, pp. 433-434; Panteli and Sokalingam, 2005, p. 604; Lam et al., 2015, pp. 559-562; Klarner et al., 2011, pp. 333-334.

¹⁰⁸ Liu and Perrewé, 2005, p. 264-265; Henry, 1997, p. S146.

affected staff in the process can facilitate acceptance and ownership of the transition.¹⁰⁹ In the case of the Chemicals Conventions, for example, the newly appointed Secretary engaged in consultations with the services within the three conventions in order to determine jointly the existing room for enhancing synergies.¹¹⁰

The evidence available suggests that challenges and room for improvement exist in this respect regarding actions to enhance synergies among the CMS Family. There is not yet clarity on the way forward to enhance synergies, including by the Parties. In addition, the still early experience with the joint CMS/AEWA communications, information management and outreach unit indicates room for improvement regarding proactive management of the changes involved in the new set-up.¹¹¹ Last but not least, the available assessments of this pilot joint service as well as the interviews and comments on the draft study indicate room for improvement regarding common ownership, understanding and vision among those involved in this process.

Autonomy of agreements/Secretariats. Another set of administrative and operational implications of actions to enhance synergies concerns their effect on the autonomy of the various CMS Family agreements and their Secretariats. Since each Family instrument has its own set of Parties/Signatories (and amendments to these instruments are not anticipated), their legal independence *vis-à-vis* each other would remain unchanged. However, short of the formation of a single Secretariat serving the whole Family, a sharing of services could, through the establishment of joint functional units, based on cost and time-sharing agreements, entail changes to the autonomy and decision-making power of the agreements/Secretariats involved. For example, the sharing of services may imply that certain decisions taken so far independently in the context of one agreement/Secretariat require coordination or are moved to different levels (e.g. decisions on work prioritization and HR management). For instance, communications within CMS and AEWA used to be directed independently by their respective Executive Secretaries and teams, whereas the formation of the joint unit requires coordination in the management, also taking into account the now existing common coordinator of the unit. This point is related to the need for more coordination across the agreements and their secretariats arising from far-reaching actions to enhance synergies, such as the sharing of services, as mentioned above.

Overall, while any action to enhance synergies implies some level of cooperation and interdependence at the operational level, related implications grow significantly when moving to a sharing of services. Regardless of the specific arrangements to be adopted, the competences and responsibilities of those involved should be well established (e.g. through common terms of reference, guidelines, strategies or an internal agreement between secretariats). Failure to do so may be detrimental to productivity, as the

¹⁰⁹ Fulop et al., 2005, p. 126.

¹¹⁰ See Willis, 2011, p. 269.

¹¹¹ AEWA Standing Committee, Doc StC 10.7 Rev.1, 2015.

organizational changes and the extent of each one's autonomy will not be clear to those involved in the process, thus entailing need for *ad hoc* (and time consuming) clarification as the process evolves.

3.6 *Overarching implications*

Besides the legal, financial, administrative and operational implications discussed in the previous sections, another set of implications are overarching and may not be classified into one of the above-mentioned categories. Overall, the main overarching issues addressed here are related to the following aspects:

- Increased effectiveness of species conservation;
- External visibility of the CMS Family, including at higher political levels;
- Individual identities of the agreements within the CMS Family;
- General policy directions agreed upon at the international level.

Increased effectiveness. As has been pointed out, the overarching objective of CMS and its daughter agreements is the effective conservation of migratory species. Therefore, it is important to have an understanding of the link between actions to enhance synergies, such as sharing of services, and the effective fulfilment of the CMS Family instruments' mandate. In doing so, it may be interesting to note that this link is an issue not only for the CMS Family, but also in other relevant areas, for example the Chemicals Conventions where it has been acknowledged that efficiency and cost effectiveness of delivering services goes hand in hand with strengthening implementation and effectiveness.¹¹² Both should indeed be seen as integral parts of a whole.

At least three positive correlations between enhanced synergies and increased effectiveness of conservation efforts can be pointed to, based on the implications discussed above. First, to the extent that enhanced efficiency of secretariat services frees resources in terms of finance and time, these resources could, assuming a fixed overall amount of available resources, be reallocated to supporting effective implementation. Second, to the extent that enhanced synergies entail an improved performance of secretariat services, such improved performance should have immediate positive effects on environmental effectiveness, since the overall rationale of the secretariat services is to contribute, directly or indirectly, to the operation and effectiveness of the relevant agreements. Beyond this general link, third, enhanced synergies (and the related efficiency gains) contribute directly to improved effectiveness to the extent that they facilitate joint strategies, programmes, action plans, etc. with enhanced vigour.

These positive correlations hold for any action to enhance synergies, including non-institutionalized efforts and sharing of services. To the extent that either of them

¹¹² See Willis, 2011.

possesses specific potential, as analysed above, it therefore also promises to make a particular contribution to an improved conservation of migratory species.

External visibility. According to the interviews, the CMS Family has a lower external visibility than other biodiversity-related multilateral environmental agreements, reinforcing the relatively low political priority CMS Family instruments tend to enjoy. Actions to enhance synergies could help increase the external visibility of the CMS Family, thereby raising greater attention from political actors located at higher echelons of governments.

A variety of non-institutionalized coordinated efforts to enhance the external visibility of the CMS Family as a whole that have already been initiated and pursued (e.g. regarding website, reporting, communication) can be further developed and expanded. Options include the elaboration of joint communication strategies, which has already started, and the elaboration of a coordinated scheme for external representation of the CMS Family and its individual agreements. A sharing of services could in principle facilitate and reinforce this process by supporting joint strategizing and common thinking as a Family. It may also help increase the overall weight of the CMS Family towards the outside world by enhancing internal coherence and cohesion.

Such enhanced internal coherence and cohesion may also help address challenges for the external profile of the CMS Family arising from its complex/fragmented structure (rooted in its original design and as part of the complex system of global environmental governance as a whole). It has been argued in the interviews that it is sometimes not easy to know for outsiders which institution within the Family to approach for a particular issue. The establishment of shared service units could be a step towards a less complex, and therefore clearer and more accessible, structure.

Identities of individual agreements. It has also been argued in the interviews that the establishment of shared services which act more for the overall Family and less for each independent instrument may dilute the individual identities of the Family's instruments. According to this view, individual agreements would slowly lose their own identities and be obfuscated by the greater integration of services.

Overall, the actual effect may be more a question of the CMS Family's communication strategy and "branding" towards external actors. The Basel, Rotterdam and Stockholm Conventions are increasingly referred to as the "Chemicals Conventions", which helps their joint profiling, with uncertain effects on the individual identities of each convention. At the same time, there are examples from the private sector which indicate that visibility of the greater Family does not need to come at the expense of the individual identities of its members, and that both may actually be simultaneously enhanced. For instance, over the 1990s and early 2000s, airlines around the world have explored synergies among them through the establishment of alliances; ultimately, some of these

alliances have grown to become globally known¹¹³, but the individual identities of airlines within them have not been lost.¹¹⁴ This suggests that there is room for jointly determining a strategy that balances the identity of the Family and identities of its individual members.

General policy directions. Another overarching argument relates to policy guidelines agreed upon by States in global environmental fora, which overall point to a goal of enhancing synergies among multilateral environmental agreements and streamlining international environmental governance.

In this respect, countries gathered at the United Nations Conference on Sustainable Development (Rio+20) in June 2012 agreed, among other things, that promoting synergies and coherence was one of the ways of achieving a more effective institutional framework for sustainable development.¹¹⁵ Moreover, they recognized the achievements in enhancing synergies among the Basel, Rotterdam and Stockholm Conventions, and encouraged Parties to multilateral environmental agreements to consider further measures “to promote policy coherence at all relevant levels, improve efficiency, reduce unnecessary overlap and duplication, and enhance coordination and cooperation among MEAs”.¹¹⁶

Furthermore, the United Nations Environment Assembly adopted several resolutions in 2014 which, to a lesser or greater extent, touch upon the issue of synergies among MEAs, such as:

- Resolution 1/1, which, among other things, reaffirms the commitment to promoting synergies among multilateral environmental agreements while acknowledging their positive contribution to sustainable development¹¹⁷;
- Resolution 1/3, which, among other things, “urges all those engaged in efforts to combat illegal trade in wildlife to promote synergies, cooperation and coordination and avoid duplication”¹¹⁸;
- Resolution 1/5, which, among other things, welcomes the joint COP meetings of the Basel, Rotterdam and Stockholm Conventions held in 2013¹¹⁹;

¹¹³ Such as is the case of “Star Alliance, Skyteam, and Oneworld”.

¹¹⁴ Kalligianis, Iatrou and Mason, 2006, pp. 7-8.

¹¹⁵ See United Nations Conference on Sustainable Development (Rio +20), ‘The Future We Want: Outcome Document Adopted at Rio+20’ <<http://www.un.org/en/sustainablefuture/>> accessed 18 August 2015, para. 79.

¹¹⁶ Ibid, para. 89

¹¹⁷ See United Nations Environment Assembly (UNEA), Ministerial outcome document of the first session of the United Nations Environment Assembly of the United Nations Environment Programme 2014 [Resolution 1/1], p. 3.

¹¹⁸ See United Nations Environment Assembly (UNEA), Illegal trade in wildlife 2014 [Resolution 1/3], para. 4.

¹¹⁹ See United Nations Environment Assembly (UNEA), Chemicals and waste 2014 [Resolution 1/5], p. 11.

- Resolution 1/12, welcoming the establishment of a task team by the UNEP Executive Director to work on arrangements and programmatic cooperation between UNEP and multilateral environmental agreements¹²⁰.

The adoption of actions to enhance synergies within the CMS Family is therefore in tune with relevant directions provided by countries in other fora at the global level.

¹²⁰ See United Nations Environment Assembly (UNEA), Relationship between the United Nations Environment Programme and multilateral environmental agreements 2014 [Resolution 1/12], para. 1.

4. Main findings and recommendations

In the following, we synthesize the major findings of this study regarding the legal, financial, operational and administrative, and overarching implications of actions to enhance synergies among the CMS Family, in particular common services. Such further actions can and should fully build on existing efforts as briefly discussed in section 3.1 (including non-institutionalized cooperation efforts). Based on our findings, we subsequently present options for next steps in further advancing synergies.

All things considered, we conclude that a stepwise sharing of services (option 2) provides the greatest additional potential for enhancing synergies within the CMS Family, while allowing Parties to address potential disadvantages and manage concomitant risks, provided that clear direction is offered and that a common vision and understanding by all key stakeholders and appropriate change management can be ensured.

Implications

Legal implications. Whereas no significant legal requirements exist for continued and potentially intensified non-institutionalized efforts at enhancing synergy, more far-reaching actions to enhance synergies, such as the sharing of services, require cooperation and agreements by the respective governing bodies of the CMS Family instruments involved, involving different groups of countries in accordance with applicable decision-making procedures. As the instruments' autonomy extends to budgeting and financial matters, appropriate cost- and time-sharing arrangements are also required. Although reaching agreement on such arrangements may be politically demanding, there are no principal legal impediments and no treaty changes would be required. Particular obstacles for creating synergies and sharing services arise between Secretariats following different administrative legal frameworks (staff regulations, fund management). Such differences do not exist among the Bonn-based Secretariats under the auspices of UNEP.

Financial implications. The data available do not allow us to develop firm and reliable scenarios and calculations of the potential for enhancing cost effectiveness through sharing of services. However, existing experience especially with the sharing of services among the Chemicals Conventions (Basel, Rotterdam and Stockholm Conventions) suggests that a limited but significant potential for enhancing cost effectiveness exists. Assuming that the potential among the CMS Family Secretariats may be comparable to that of the Chemicals Conventions, a sharing of all relevant services among the Bonn-based CMS Family Secretariats may thus allow to redirect resources, for example to implementation support and capacity building, possibly up to a total of EUR 125,000-165,000 per year for a comprehensive sharing of services. The realization of this potential would depend on the extent of the sharing of services and would likely materialize fully only in the mid to long term, due to adaptation costs arising during the transition (training, restructuring, etc.) and time required to bring the required adaptations to fruition. The efficiency and performance gains underpinning the potential for enhanced cost-

effectiveness pertain especially, but not exclusively, to a sharing of services (rather than non-institutionalized synergy efforts). In any event, increased cost-effectiveness resulting from enhanced synergies cannot justify absolute budget reductions, given the existing work overload and high demands by Parties, including for increased support for implementation activities. In case of relocation of Secretariats based elsewhere to Bonn, financial benefits currently enjoyed under the Headquarters Agreements (and MOUs) with their host governments would be lost. Determining the exact net financial impacts would, however, require weighing these losses against the benefits resulting from the Headquarters Agreement with Germany regarding Bonn-based CMS Family Secretariats.

Operational and administrative implications. Actions to enhance synergies have a clear potential for efficiency and performance gains, in particular through enabling specialization and reducing double-work (“economies of scale”), increasing resilience and facilitating coordination and overarching strategy. The resulting improved structures and services have independent added value beyond related increases in cost effectiveness. This potential has to be seen alongside risks and challenges especially during the transitional period, including “soft” issues (re-calibration of procedures, networks, job roles, etc.), ensuring continued staff motivation, demand for (joint) human resource management and distributional effects. To minimize and proactively address these issues and challenges, a common understanding of the direction of travel and mutual trust and cooperation of all involved are crucial. Clear political guidance and a joint vision of the main stakeholders are a prerequisite for preventing the risk of significant operational disturbances or even failures during the transition, and proactive, careful and collaborative “change management” would be required. The research undertaken for this study has revealed that major challenges exist in this respect. Both the potential benefits and the risks and potential disadvantages are much higher for a sharing of services than for non-institutionalized synergy efforts.

Overarching implications. Actions to enhance synergies can help enhance the external visibility and environmental effectiveness of the CMS Family (including through improving services). Whereas a considerable part of the related potential of non-institutionalized synergy efforts is already pursued, a sharing of services possesses additional potential, including through institutionalization of cooperative structures and resulting prospects for coherence. While greater visibility of the Family might be considered to carry the danger of a loss of the individual identities of its agreements, this is not necessarily a zero-sum game: both may be enhanced concurrently. Finally, actions to enhance synergies, especially common services, strongly resonate with general policy guidance provided by other multilateral environmental fora, such as the United Nations Environment Assembly and the 2012 United Nations Conference on Sustainable Development.

Policy options and recommendations

To start with, two crosscutting considerations and recommendations arise from the analysis:

- **Focus on Bonn-based Secretariats:** Any further actions to enhance synergies and especially to create common services may, at least in the medium term, best focus on the Bonn-based Secretariats already under the umbrella of UNEP, since extending such actions to Secretariats elsewhere faces considerable administrative and practical hurdles and uncertain financial implications at best.
- **Provision of political mandate:** A clear political mandate from the Parties could greatly help create certainty among, and provide clear directions (objectives) to, those concerned. It would thus improve the conditions for successful implementation of actions to enhance synergies, regardless of the form adopted (i.e. institutionalized vs. non-institutionalized).

Furthermore, we in the following, based on the analysis of implications, distinguish three general policy options for the Parties to consider. Table 7 summarizes the potential benefits and disadvantages/risks pertaining to them in accordance with the aforementioned analysis.

Option 1: non-institutionalized efforts at enhancing synergies. This option would entail no (further) sharing of services among the CMS Family Secretariats, but the continued and potentially intensified identification of potential of non-institutionalized efforts. Mechanisms for such informal coordination may include enhanced communication among the Secretariats, such as through regular meetings addressing potential for joint action at appropriate levels (management, specific work areas). The existing joint CMS/AEWA communications, information management and outreach unit might be kept or rolled back.

This option may be considered low risk/low gain. It would not carry high risks or evoke significant disadvantages (low risk/costs – see Table 7). In particular, it would not affect the existing operations of the Secretariats involved, which are in general considered to perform very well at this time. At this time, option 1 would forego a significant part of the realization of the aforementioned potential advantages. Action under option 1 could incrementally build on existing initiatives and try to continue and intensify them informally without a specific timeframe.

Option 2: stepwise sharing of services. This option would entail the careful further implementation and further expansion of common services on a step-by-step basis. The existing joint CMS/AEWA communications, information management and outreach unit would be further developed, for example through regularly agreed programmes of work, etc. This may also include the exploration of a possible expansion to EUROBATs. In addition, further joint units for suitable areas such as conference services, capacity-

building or implementation support (see Table 4) could be created one by one in a stepwise process over time. This process could also explore scope for further integration at a more substantive level (e.g. scientific expertise, certain groups of species or regions). Further informal actions in accordance with option 1 above could proceed at the same time, so that option 2 can be considered a complement rather than an alternative to option 1. It may allow Parties to reap increasing benefits over time while controlling and managing adaptation costs (and regularly verifying improvements and taking any corrective action required; see below).

Table 7: Implications of Options for Further Enhancing Synergies among the CMS Family

Implications	Option 1 (non-institutionalized efforts)	Option 2 (stepwise sharing of services)	Option 3 (immediate sharing of services)
Legal implications	<ul style="list-style-type: none"> No serious legal requirements (already ongoing) 	<ul style="list-style-type: none"> Inter-secretariat arrangements required (cost-sharing, etc.) Decisions by governing bodies required 	<ul style="list-style-type: none"> Inter-secretariat arrangements required (cost-sharing, etc.) Decisions by governing bodies required
Financial implications	<ul style="list-style-type: none"> Modest/low financial implications (gains and costs) 	<ul style="list-style-type: none"> Additional cost effectiveness potential (stepwise realization) Costs of restructuring can reduce cost effectiveness gains (spread over transition) 	<ul style="list-style-type: none"> Additional cost effectiveness potential (immediate realization) Costs of restructuring can reduce cost effectiveness gains (immediate realization)
Operational and administrative implications	<ul style="list-style-type: none"> Significant potential to enhance performance (much already realized) Low level of risks or operational malfunctioning 	<ul style="list-style-type: none"> Additional potential to enhance performance/efficiency Modest level of risks/operational malfunctioning Requires acting in concert and careful management 	<ul style="list-style-type: none"> Additional potential to enhance performance/efficiency Significant/high level of risks/operational malfunctioning Requires acting in concert and careful management
Overarching implications	<ul style="list-style-type: none"> Potential to increase effectiveness and external visibility (much already realized) In line with global policy direction 	<ul style="list-style-type: none"> Additional potential to increase effectiveness and external visibility Strongly in line with global policy direction 	<ul style="list-style-type: none"> Additional potential to increase effectiveness and external visibility Strongly in line with global policy direction

Source: derived from section 3.

A concrete order of further services to be shared would usefully be established. This may most usefully happen through the Secretariats involved jointly developing a proposal, possibly with the participation of UNEP. This would help ensure that any particularities and indirect distributional effects can be taken into account and properly coordinated human resource planning can be undertaken and work programmes and cost- and time-sharing as well as management arrangements be established. Concrete data on the baseline allocation of resources in the participating Secretariats, and scenarios for the building of joint units on that basis, should be collected, developed and considered together.

The process could be established through decisions of the governing bodies of the participating agreements. A need to convince key stakeholders can be anticipated. A first priority may be to address concerns that have arisen with respect to the joint CMS/AEWA communications, information management and outreach unit. This may help pave the way for further collaborative action. The addition of a second joint unit relatively soon may facilitate agreement on cost- and time-sharing (by allowing for trade-offs) and allow the distribution of the burden of overall management and oversight of the joint units. Regular meetings among the chief officers of the participating Secretariats should allow them to develop work programmes and define joint priorities. Overall, it may be estimated, based on existing experience (ASCOBANS, Chemicals Conventions), that the building of integrated joint teams may each take several years so that the overall process may extend until the end of this decade.

Option 3: immediate implementation of all relevant shared services in one step. This option could also be considered an extreme relative of option 2. It would consist of the immediate full sharing of all relevant secretariat services (among the Bonn-based Secretariats) through the creation of several suitable joint service units at the same time. Like option 2 above, it could complement option 1 rather than forming an alternative. Option three could also be considered a high-gain/high-risk option: It in principle might hold the promise to exploit the potential for benefits the soonest. However, it also entails the highest risk of creating operational dysfunctionalities and disruptions on the way to realizing these benefits (adaptation costs, e.g. staff motivation and re-orientation). It would put very high demands on proactive change management and require a shared vision and understanding among major stakeholders – a requirement that is not easily fulfilled.

Most of the process elements referred to under option 2 above would also be relevant for options 3. The governing bodies of the agreements concerned possess the authority to take the necessary decisions. Concrete proposals could and should be elaborated jointly by the relevant Secretariats, and implementation could be followed up upon through regular management meetings (see above). The need to convince key stakeholders can be expected to be at least as high as with respect to option 2.

Both options 2 and 3 would, in order to limit adaptation costs and prevent operational failure in the transition, require **a common understanding by the main**

stakeholders and proactive change management with input by the main stakeholders on objectives and benefits pursued. Continued staff motivation, mutual trust and cooperation of all concerned are crucial prerequisites for success. Clear arrangements (e.g. regarding cost-sharing, programmes of work, and management/oversight of joint units) should be agreed by the Secretariats involved. Providing the possibility for staff and all sides concerned to provide input and be an active part of the transition process could enhance the chances of creating ownership and maximizing staff motivation, thereby smoothening the transition.

Monitoring and reporting. Furthermore, Parties may wish to consider establishing a process for monitoring and reporting, in order to manage the transition in case they choose either option 2 or option 3. The Executive Secretaries involved could be requested to report back jointly to the Parties on progress and on any issues arising, e.g. annually. Such reporting could include resource planning and financial impacts to collect and assess necessary information as the process moves forward. In the interim, the Executive Secretaries could develop and review arrangements in close consultations with the chairs (and vice-chairs) of the Standing Committees (or, if going beyond the Bonn-based agreements, other relevant governance bodies). Performance and other relevant aspects could regularly (e.g. every two to three years) be assessed by means of a survey among Parties and the Secretariats.

Overall, actions to enhance synergies among the CMS Family have the potential to contribute to improving and upgrading governance for the protection of migratory species. A sharing of services possesses a particular potential for creating benefits, especially as regards enhanced cost-effectiveness and efficiency and performance gains. However, risks of operational disruptions can in principle be significant and possibly cancel out the benefits, if not appropriately controlled and managed. Realizing the benefits and controlling the risks thus requires a joint vision and mutual trust of, as well as a common understanding of the “direction of travel” by, the main stakeholders so as to enable careful, attentive and effective change management. If conditions are right, actions to enhance synergies can make a significant contribution to enhancing governance within, and improving implementation support for, the CMS Family of instruments.

5. References

Treaties and other sorts of agreements

Administrative Agreement 2010 on a Common Secretariat for the Cooperation on the Protection of the Wadden Sea (Denmark – Germany – Netherlands) (adopted 18 March 2010, entered into force 18 March 2010).

Agreement between the Government of the Federal Republic of Germany, the United Nations and the Secretariat of the Convention on the conservation of migratory species of wild animals concerning the headquarters of the Convention Secretariat (adopted 18 September 2002, entry into force 18 September 2002) 2306 UNTS 470

Agreement on the Conservation of African-Eurasian Migratory Waterbirds (adopted 15 August 1996, entered into force 1 November 1999) 2365 UNTS 203 (AEWA)

Agreement on the Conservation of Albatrosses and Petrels (adopted 19 June 2001, entered into force 1 February 2004) 2258 UNTS 257 (ACAP)

Agreement on the Conservation of Cetaceans of the Black Seas, Mediterranean and Contiguous Atlantic Area (adopted 11 November 1996, entered into force 1 June 2001) 2183 UNTS 303 (ACCOBAMS)

Agreement on the Conservation of Bats in Europe (adopted 4 December 1991, entered into force 16 January 1994) 1863 UNTS 101 (EUROBATS)

Agreement on the Conservation of Gorillas and their Habitats (adopted 26 October 2007, entered into force 1 June 2008) 2545 UNTS 55 (Gorilla Agreement)

Agreement on the Conservation of Seals in the Wadden Sea (adopted 16 October 1990, entered into force 1 October 1991) 2719 UNTS 263 (Wadden Sea Seals)

Agreement on the Conservation of Small Cetaceans in the Baltic, North East Atlantic, Irish and North Seas (adopted 17 March 1992, entered into force 29 March 1994) 1772 UNTS 217 (ASCOBANS)

Convention on the Conservation of Migratory Species of Wild Animals (adopted 23 June 1979, entered into force 1 November 1983) 1651 UNTS 333 (CMS)

Headquarters Agreement between the Government of H.S.H the Prince of Monaco and the Permanent Secretariat of the Agreement on the Conservation of Cetaceans of the Black Sea, the Mediterranean Sea and the Contiguous Atlantic Area (adopted 11 November 2010)

Headquarters Agreement between the Secretariat to the Agreement on the Conservation of Albatrosses and Petrels and the Government of Australia (adopted 23 June 2008, entered into force in 2 December 2008)

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- Memorandum of Understanding concerning Conservation Measures for the Siberian Crane (adopted 1 July 1993, entered into force 1 January 1999) (Siberian Crane MOU)
- Memorandum of Understanding between the Argentine Republic and the Republic of Chile on the Conservation of the Southern Huemul (adopted 4 December 2010, entered into force 4 December 2010) (Southern Andean Huemul MOU)
- Memorandum of Understanding between the Republic of Argentina and the Republic of Chile on the Conservation of the Ruddy-headed Goose (Argentina-Chile) (adopted 21 November 2006, entered into force 21 November 2006) (Ruddy-headed Goose MOU)
- Memorandum of Understanding concerning Conservation and Restoration of the Bukhara Deer (adopted 16 May 2002, entered into force 16 May 2002) (Bukhara Deer MOU)
- Memorandum of Understanding concerning Conservation Measures for the Slender-billed Curlew (adopted 10 September 1994, entered into force 10 September 1994) (Slender-billed Curlew MOU)
- Memorandum of Understanding concerning Conservation Measures for Marine Turtles of the Atlantic Coast of Africa (adopted 1 July 1999, entered into force 1 July 1999) (Atlantic Turtles MOU)
- Memorandum of Understanding concerning Conservation Measures for the Aquatic Warbler (adopted 30 April 2003, entered into force 30 April 2003) (Aquatic Warbler MOU)
- Memorandum of Understanding concerning Conservation Measures for the West African Populations of the African Elephant (adopted 22 November 2005, entered into force 22 November 2005) (West African Elephants MOU)
- Memorandum of Understanding concerning Conservation Measures for the Eastern Atlantic Populations of the Mediterranean Monk Seal (adopted 18 October 2007, entered into force 18 October 2007) (Monk Seal in the Atlantic MOU)
- Memorandum of Understanding concerning Conservation, Restoration and Sustainable Use of the Saiga Antelope (adopted 23 November 2005, entered into force 25 September 2006) (Saiga Antelope MOU)
- Memorandum of Understanding concerning the Conservation of the Manatee and Small Cetaceans of Western Africa and Macaronesia (adopted 3 October 2008, entered into force 3 October 2008) (Western African Aquatic Mammals MOU)
- Memorandum of Understanding for the Conservation of Cetaceans and their Habitats in the Pacific Islands Region (adopted 15 September 2006, entered into force 15 September 2006) (Pacific Island Cetaceans MOU)

Memorandum of Understanding on the Conservation and Management of the Middle-European Population of the Great Bustard (adopted 1 June 2001, entered into force 1 June 2001) (Middle-European Great Bustard MOU)

Memorandum of Understanding on the Conservation and Management of Marine Turtles and their Habitats of the Indian Ocean and South-East Asia (adopted 23 June 2001, entered into force 1 September 2001) (IOSEA Turtles MOU)

Memorandum of Understanding on the Conservation and Management of Dugongs (*Dugong dugon*) and their Habitats throughout their Range (Adopted 31 October 2007, entered into force 31 October 2007) (Dugong MOU)

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Memorandum of Understanding on the Conservation of Migratory Birds of Prey in Africa and Eurasia (Adopted 4 December 2008, entered into force 4 December 2008) (Birds of Prey MOU; Raptors MOU)

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Memorandum of Understanding on the Conservation of Southern South American Migratory Grassland Bird Species and their Habitats (adopted 26 August 2007, entered into force 26 August 2007) (Southern South American Grassland Birds MOU)

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Interviews

List of Interviewees

Akankwasah, Barirega
Vice-Chair of Standing Committee
AEWA

Blankett, Penina
Vice-Chair of Advisory Committee
ASCOBANS

Briggs, Christopher
Secretary General
Ramsar Convention

Chambers, Bradnee
Executive Secretary
CMS and ASCOBANS

Dereliev, Sergey
Technical Officer
AEWA

Descroix-Comanducci, Florence
Executive Secretary
ACCOBAMS

Dias, Bráulio Ferreira de Souza
Executive Secretary
Convention on Biological Diversity
(CBD)

Lenten, Bert
Deputy Executive Secretary
CMS

Hassani, Sami
Chair of Advisory Committee
ASCOBANS

Keil, Florian
Coordinator of Joint CMS+AEWA
Communications, Information
Management and Outreach Team
AEWA

Kremer, Jolanta
Programme Assistant
AEWA

Marnell, Ferdia
Chair of Advisory Committee
EUROBATS

Mrema, Elizabeth
Director of the Division of Environmental
Law and Conventions
UNEP

Nickel, Elsa
Director General Nature Conservation and
Sustainable Use of Natural Resources
Federal Ministry for the Environment,
Nature Conservation, Building and
Nuclear Safety, Germany (BMUB)

Panis, Jeroen
Chair of Standing Committee
EUROBATS

Papworth, Warren
Executive Secretary
ACAP

Paulus, Christiane
Deputy Director General Nature
Conservation and Sustainable Use of
Natural Resources
Federal Ministry for the Environment,
Nature Conservation, Building and
Nuclear Safety, Germany (BMUB)

Størkersen, Øystein
Chair of Standing Committee
CMS

Streit, Andreas
Executive Secretary
EUROBATS

Stremmel, Rüdiger
Executive Secretary
Common Wadden Sea Secretariat

Trouvilliez, Jacques
Executive Secretary
AEWA

Dates and modes of interviews

Date	Interviewee(s)	Type of interview
03 June 2015	Bradnee Chambers Clara Nobbe\ Marco Barbieri	In person, in Bonn
22 June 2015	Andreas Streit	In person, in Bonn
22 June 2015	Christiane Paulus Elsa Nickel	In person, in Bonn
02 July 2015	Jacques Trouvilliez Jolanta Kremer Sergey Dereliev	In person, in Bonn
02 July 2015	Florian Keil	In person, in Bonn
03 July 2015	Ferdia Marnell	Telephone
06 July 2015	Florence Descroix-Comanducci	Skype
08 July 2015	Jeroen Panis	In person, in Brussels
08 July 2015	Rüdiger Stempel	Telephone
14 July 2015	Warren Papworth	Skype
15 July 2015	Christopher Briggs	Telephone
16 July 2015	Sami Hassani	Telephone
16 July 2015	Bert Lenten	Telephone
20 July 2015	Bráulio Ferreira de Souza Dias	Telephone
22 July 2015	Øystein Størkersen	Telephone
22 July 2015	Elizabeth Mrema	Skype
27 July 2015	Barirega Akankwasah	Telephone
12 August 2015	Penina Blankett	Telephone

Annex 1: Terms of Reference for the study

TERMS OF REFERENCE

The analysis will be an independent study of about 40-50 pages on potential synergies and common services among the instruments in the CMS Family. The analysis will include consultations with 10-15 relevant members of bodies and secretariats of the CMS Family instrument involved.

The analysis will be carried out in accordance with Resolution 11.3 which provides the scope on the analysis as follows:

- will be independent and report on the legal, financial, operational, and administrative implications of actions to enhance synergies, such as through sharing services in common service areas to the decision-making bodies of the wider CMS family before the 44th Meeting of the CMS Standing Committee and COP12 in order to establish their benefits and disadvantages
- should recognize the lessons learned from the experience between the ASCOBANS and CMS joint Secretariat as well as the pilot phase on common communication, information and outreach services between the AEWA and CMS Secretariats, and noting that additional information from an independent analysis is required to make an informed decision on a comprehensive sharing of common services among CMS instruments;
- should note the information provided in the analysis by the CMS Executive Secretary on common services in the CMS Family instruments and the potential approaches to common services outlined in the paper; and
- should consider how recommendations taken to enhance synergies, such as through sharing services in common service areas, among CMS Family instruments should be aimed at strengthening the implementation of the instruments involved and maximizing the effective and efficient use of resources at all levels;
- should consider how synergies, such as through sharing services in common service areas among CMS instruments can assist to fill gaps, be mutually reinforcing, produce efficiencies and increase output;
- should take into consideration that many functions provided by secretariats in the CMS Family of instruments are similar in scope and nature and could therefore create a higher potential for synergies;
- should bear in mind the greater international picture arising from Rio+20 and other processes stressing the importance of developing further synergies among MEAs;

The experts conducting the analysis should be available for questions at relevant governing body processes to respond to queries in regards to the independent analysis.

Contracted to: Institute for European Studies, Vrije University Brussels

Deadlines:

Outline (MS-Word document): June 15 2015

First draft (MS-Word document): 15 August 2015

Final draft (MS-Word document): 7 September 2015

Point of contact and supervision from CMS: Bradnee Chambers

Comments on First Draft and Draft Main Findings: Implications of actions to enhance synergies: An independent analysis and report

Sender		Comments
Region Oceania Narelle Montgomery		
Report		
	General Comments	Thank you for the opportunity to provide initial comments on the draft report regarding the potential of sharing services within the CMS family. The report provides a solid outline of the background, advantages and disadvantages generally associated with merging services, however, the information provided is very broad and does not provide any specifics in relation to the various services within the CMS family that could be shared.
Section 4		
	Main findings and recommendations	In order to maximize the usefulness of the report to the Standing Committee, it would be preferable for the Main Findings and Recommendations section to clearly articulate which services could be merged within the Bonn-based secretariats, and the advantages and disadvantages associated with each one.
	Policy options and recommendations	It would also be useful for the report to detail the proposed step-by-step approach (Option 2), such as which service should be merged first, second, etc., a rationale for the proposed order and a possible timeframe associated with each merger. This would allow the Standing Committee to deliberate on an actual proposal, as opposed to only the principles associated with such a proposal.
Region Europe Francois Lamarque		
Report		
	European Union	<ul style="list-style-type: none"> • The document gives a well-balanced overview of the pros and cons and the opportunities and risks of closer cooperation between the Secretariats within the CMS family, notably CMS and AEWA. • The authors based the study (among others) on interviews with many relevant persons, and the differences in views and the various nuances are well reflected. I find the main findings and options for the way forward not very surprising: there is likely scope for synergies, but it depends on various factors whether they can be realised, notably the way the process is managed and the cooperation of staff involved. • A more detailed quantification of the potential costs/benefits and risks of the various options would be desirable, although the authors clarify that this goes beyond the scope of the paper. The comparison with the synergies-process between the chemicals MEAs is interesting, but perhaps a more detailed

Sender		Comments
		<p>investigation could reveal whether or not the potential benefits and costs in the case of the CMS family are similar to those realised by the chemicals MEAs.</p> <ul style="list-style-type: none"> • One minor technical comment on Table 5: following the amendments at COP11, we have 2/3 majority voting also on procedural matters (the EU reluctantly agreed). In the subsequent paragraph, it may be relevant to refer to the procedures of the relevant Standing Committees for delegated decisions.
	France	<ul style="list-style-type: none"> • The ToRs of the analysis should be provided (in an appendix for instance). This would allow to better understand the apparent limits of the study. • The resolution 11.3 requests an: “independent analysis and report on the legal, financial, operational, and administrative implications of actions to enhance synergies, such as through sharing services in common service areas”. The last part of the sentence is poorly addressed. The possible services to be shared are not developed (e.g. with different scenarios). This presentation could have facilitated a more concrete and in-depth approach which is dramatically lacking. • The analysis is, at this stage at least, very factual and general and not specifically CMS centred. Part 4 which is still pending, will certainly bring information on the different actions proposed to enhance synergies and their advantages/inconvenients. • The paragraphs on operational implications do not address the consequences of the various possible actions to enhance synergies on the implementation of the different Agreements or MoUs in the field which is of paramount importance for the Parties.
Section 4		
	France	<p>Point 8 of part 4 which stresses that the participation of the main stakeholders all along the process is a key point for the enhancement of synergies is very relevant. We agree one hundred percent on the importance of the transparency for the success of any attempt to foster synergies.</p> <p>Nevertheless, the disappointment/frustration felt after the reading of the first three parts remains unchanged.</p> <ul style="list-style-type: none"> • Part 4 reflects the whole document; it does not go beyond what was exposed before. The information remains quite general and could be applied to all types of structures. In that way and given this non specificity, it is thus obviously possible to say that “<i>these findings suggest that the potential advantages clearly outweigh the potential disadvantages</i>”. Synergies and sharing of common services in general are known to lead to scale economies. Does this apply to the various structures of the CMS family? It is hard to say based on the poor information provided in the analysis. • Point 3 states that “<i>This potential would depend on the extent of actions to enhance synergies...</i>” That is perfectly true; that is why it would have been useful to have a list of possible actions to share.

Sender		Comments
		<ul style="list-style-type: none"> The policy options and recommendations presented are very basic and obvious. They could have been formulated prior to any analysis.
	Italy	<p>The attention given to Overarching implications of synergies (paragraphs under 3.5) is appreciated. These paragraphs take into account aspects related to synergies we have to consider very carefully, because they are the actual reason for which we should pursue synergies: to make the goal of protecting migratory species becomes more central in global biodiversity framework and in the environmental policy agendas.</p> <p>Therefore we should encourage the attention to these aspects (external visibility and general policy direction, above all) even though, also in this case, the analysis should have been conducted in a more specific way (e.g. how much CMS family invests in communication and how could media and news benefit from CMS sharing services? Are there evidence of how political level would appreciate/benefit from operational synergies in CMS?).</p>
	Slovenia	<p>The part 4 of the document is very brief, therefore it can only be guessed on which background data it exists. From a perspective of a country where public finances are under more and more through scoping every year we would like to point out just one perspective:</p> <p>There is at least one daughter agreement - regional (ACCOBAMS), where staff is not part of UN staff and it does not have all the benefits (and for us as a Contracting parties not all the costs) of a UN staff, as well as UNEP charges. Additionally, one contracting party (Monaco in this case) unilaterally agreed to cover a substantial part of agreements costs. We presume this might not continue under proposed option 3 (all-at-once approach); therefore the conclusion regarding “the highest potential for exploiting the potential for benefits as soon as possible” might not be true, at least in this case. I presume that as a final consequence our yearly contribution would increase without any guarantee for better implementation of agreement's tasks, and this is hardly called a benefit.</p>
Region Africa		
Malta Qwathekana		
Report and Section 4		
	General Comments	<p>Before options and recommendations for next steps in pursuing such enhanced synergies can be proposed it seems there are lots of generalizations without supporting facts. For example the following statement “On balance, these findings seem to suggest that the potential advantages clearly outweigh the potential disadvantages” this is a very general statement without supporting evidence and require to be substantiated</p>

Sender		Comments
		<p>by further detailed analysis showing where costs are going to increase and where savings are going to be made how much training mentioned in this document will cost etc.</p> <p>Exact estimates of the potential for cost reductions are difficult and resource-demanding to produce (and are beyond the scope of this study), (This is the most important aspect of this study to unpack the actual cost reduction in order to have a convincing argument and therefore the Terms of Reference should have covered this very important aspect of the study otherwise now it results in the study being referred for further research on this matter so that there is adequate data to inform better decision making on this matter). This issue of existing experience and probable best practices from other MEAs is good but should be adopted with caution as circumstances might not be the same.</p> <p>The autonomy of the agreements within the CMS family coupled with the limited overlaps in membership needs to be unpacked and clear strategies out in place on how this will be dealt with as these are very good recipe for complexities and difficult legal implications of having to reopen agreements for signing and ratification.</p>
Chile		
Report		
	General Comments	<p>Chile acknowledges the authors of the “Synergy study” and the Executive Secretary of UNEP CMS Dr. Bradnee Chambers for shared this comprehensive and constructive analysis.</p> <p>Chile would like to submit the following preliminary comments and amendments:</p> <ul style="list-style-type: none"> • The CMS has three working languages: English, French, Spanish and the text of the Convention exists in seven equally valid language versions. • The proposal to promote synergies among MEAs is always very welcome by regional Parties, and the next CMS St. Committee meeting will be a good opportunity to discuss it. • As a CMS Party, Chile highly appreciates the initiative of the CMS Executive Secretary in promoting a debate on this matter, which is being discussed by other Conventions. • It should be useful if an Abstract (executive resume) in Spanish version could be shared with other regional delegates before StC 45.
Costa Rica		
Report		
	General Comments	<p>Good day Mr. Chambers, in principle the proposal to promote synergies is always welcomed by the countries of the region. The document is clear and complete and we are prepared to discuss and analyze it in the near future. We consider that the proposal can be discussed during the Standing Committee meeting in Bonn. We are glad that the CMS Executive Secretary is proposing these subjects that have already being discussed by other Conventions.</p>

Sender		Comments
		<p>However, we would like to have the Spanish version to be able to discuss it with the delegates of the region, in the meantime we will wait for the translation that the Secretary will provide in due course. I am always at your service and willing to support and participate in the discussion.</p>
Germany		
Report		
	General Comments	<p>The Resolution 11.3 requests an independent analysis and report on the legal, financial, operational, and administrative implications of actions to enhance synergies, such as through sharing services in common service areas to the decision-making bodies of the wider CMS Family.</p> <p>Germany acknowledges the authors of the “Synergy study”: we are grateful for the sound and comprehensive analysis. The draft presented meets the requirements requested in the resolution.</p> <p>Germany would like to submit the following comments and amendments:</p>
	Text specific remarks	<ul style="list-style-type: none"> • Page 11, para 1: The Headquarter Agreement between the German Government and UNEP/CMS dates back to 1984; the original Agreement was replaced in 2002 with a new one. • Page 11, 4th paragraph: the term “official language” is misleading. The CMS has three working languages of CMS: English, French, Spanish and the text of the Convention exists in seven equally valid language versions. • Page 16, 2.1.4., second para: With regard the establishment of the AEWA Secretariat Art. VI para 7 lit. b of the AEWA Agreement should be referenced: This provision requests the Meeting of Parties to establish an Agreement Secretariat within the Convention Secretariat. • Page 31/32: “The limited number of agreements involved and the large overlap among their Parties may have facilitated efforts for synergy in this case (although the difficulties and challenges encountered should not be underestimated).” DE proposes to delete the sentence in brackets as Germany did not encounter significant difficulties with the chemical conventions. The text in bracket is rather an assumption than clear facts. • Page 38, para 2: I wonder if it is necessary to elaborate on “trans-location” of non-Bonn based secretariats to Bonn. “Relocation” gives the impression that those entities have been located once in Bonn which is not the case; thus “translocation” might be are more suitable term. <p>However, Germany would like to highlight Art. 2 para 2 of the Headquarter Agreement (“Subject to the consent of the competent bodies of Agreements concluded under Article IV of the Convention, this Agreement shall apply mutatis mutandis to Secretariats of such Agreements which have been administratively integrated within the Convention Secretariat and are institutionally linked to the United Nations by agreement among such Secretariats, the Convention Secretariat and the United</p>

Sender		Comments
		<p>Nations.”). This means that the German Government would bear the costs of accommodation and basic equipment of Secretariats moving to Bonn on top of the benefits accruing from this agreement.</p> <ul style="list-style-type: none"> • Page 35 and or 42: Germany wonders if reduced travel cost for officials could be an issue to be considered under these chapters.
Uganda		
Report and Section 4		
	General Comments	<p>My personal opinion is that this is a very comprehensive analysis and it's a very good piece. It will help Parties make an opinion on how to deal with synergies. Extend my thanks to the consultant for a job well done.</p>
Elizabeth Mrema Director, UNEP/DELIC		
Report		
	Text specific remarks	
	p. 10 Section 2.1 para 3 with footnote 8	<p>Is the sentence suggesting that MOUs are not governed by international law? I do not think legally speaking this is correct. International law governed both legally binding treaties like CMS as well as non-legally binding treaties such MOUs. Much as the two are different in law for all practical and implementation purposes, not difference is made under CMS between agreements and MOUs save for the latter being easier to sign and become a signatory than the former. Under CMS, when it comes to implementation of CMS itself or Agreements no difference is made with MOUs as long as resources for their implementation and enforcement is available.</p>
	p. 23 under section 2.3 para 5 line 3	<p>After the words "CMS" add "as a framework instrument, “</p>
	p. 24 Table 3	<p>Under the Gorilla Agreement, shouldn't the seat of secretariat be "Bonn (in interim)?"</p>
	p. 25 and p. 26	<p>Also under seat of secretariat, what does it mean to be "managed by signatories"? Shouldn't the country hosting the secretariat be mentioned as it did for Abu Dhabi?</p>
	p. 27 Section 3.1 para 3 2nd last line	<p>"Overhead charges paid by the secretariats to the agreements hosted in Bonn". Is this true? Isn't these charges paid by the parties through their assessed contributions or donors through their funded projects?</p>
	p. 29 under sections 3.2	<p>Shouldn't the legal distinction between Agreements and MOUs be made and whether or not it applies to CMS with regards to enforcement? And Why CMS uses both modes?</p>
	p. 30 Table 4	<p>Don't the last five listed Agreements overlap?</p>
	p. 31 para 1	<p>With the examples given, any basis to use under the VCLOTreaties to also use.</p>

Sender		Comments
	p. 31 under Figure 1	It shows that only 7 Parties to different agreements are not parties to the framework convention (CMS). Is this true for the above or Figure 1? If so, footnote this information to clarify.
	p. 34 para 3 last line	After the word "Euros" add "as decided by the parties but UN/UNEP currency denomination is US\$".
	p. 34 para 4	How would IOSEA based at the UNEP Regional Office in Bangkok fare in this synergies argument? It is co-located with UNEP Regional Office, it uses financial and administrative services of the regional office etc.? Compare this with the Abu Dhabi office for Raptor and Dugong MOUs? Any legal implications to consider from the texts of the different Agreements or on the secretariat set up?
	p. 35	Under Cost reductions arising from synergies section - it is saying quantified data are not available. Is this true? The two ASCOBANS evaluations done, no data was provided? E.g.: no independent staff and parties pay only % of their salary, execution of activities undertaken through CMS and the Coordinator having her time divided between ASCOBANS and CMS?
	p. 36 para 1	Savings made are not only on funds but also staff as well as joint operational activities. Illustration from BRS conventions may be inevitable.
	p. 37 para 1	Consider adjusting the second sentence to " staff costs within EUROBATS arose after UNEP became the provider of its secretariat and thus guided by UN/UNEP rules and regulations including recruitment of personal as opposed to when the secretariat was provided by a party or government.
	p. 38 para 2	It would be appropriate to explain what UNEP uses for the 13 % Programme support cost so as not to be seen as funds are benefiting UNEP while in actual fact it is for parties' activities through the secretariat (67%) with UNEP retaining only 33% for those activities UNEP performs for the secretariat such as trust fund management, recruitment, auditing, investigations, staff cases, etc. etc.
	p. 44 at the end of para 1 continuing from previous page	While the short term argument may be agreed as yes, but for CMS doesn't this arrangement already exist and continues? If this is the case, would the argument still hold?
Section 4		
	Policy options and recommendations	My only comment on this document is the Option 3 on all at once approach. Option makes good sense but I do not recall to have read adequate elaboration of this option in the report, what it means, what it entails, etc. etc. Any lessons to learn from elsewhere or not, etc. etc. it may be appropriate at an appropriate section to elaborate further the background and rationale for this option before it is used on this document.

Sender		Comments
Hemini Vrontamitis Director's Office, UNEP/OfO Additional Comments from OfO Senior Legal Officer		
Report		
	General Comments	The report is a succinct and well researched document on the options available. OfO have some specific comments/observations as below:
	Text specific remarks	
		<p>Page 11 para 5 (and in various other parts of the report): As per standard UN Secretariat practice, we prefer to use the term Programme Support Costs instead of 'general 13% overhead charged by UNEP'. We would also request the insertion of the following text: "The UNEP Executive Director allocates an appropriate share of the annual Programme Support Costs (PSC) income attributable to all of the trust funds of the Convention to the Secretariat upon receipt of an annual cost plan that demonstrates that these funds will be used efficiently and effectively in support of Convention activities. The Executive Director allocates a share of 33% of the PSC income attributable to all of the trust funds of the Convention to the following central administrative functions. These items are indirect in nature and 67% is used to support the Secretariat directly.</p> <p>(Excluding services contracted locally by the Secretariats to UNOG, UNOV or other service providers):</p> <ul style="list-style-type: none"> a) Staff Recruitment, classification and selection process; b) Payroll and administration of staff entitlements including education grants, medical insurance including compensation in the event of death, injury or illness attributable to the performance of official duties on behalf of the UN or UNEP, home leave and repatriation; c) The United Nations' financial disclosure programme (billed by UN Headquarters in New York); d) Accounting and finance functions, including statement preparation, the issuance of allotments and allocations, payable/receivables, cash-flow management, treasury and contributions receipt and recording; e) Administration of end-of-service and post-retirement benefits including the administration of pension fund deductions and ASHI; f) Non-expendable property asset management; g) Internal audit, investigation, inspection and external audit;

Sender		Comments
		<p>h) Participation in the United Nations' administration of justice system; Shipping, pouch, visa and United Nations Laissez-Passers;</p> <p>i) Access to the corporate United Nations and UNEP intranet/internet and mail systems as well as the Enterprise Resource Planning system (Umoja)"</p> <p>In Page 11 para 5, which outlines some broad advantages of working with UNEP, we would also suggest inclusion of the following benefits:</p> <ul style="list-style-type: none"> • The Secretariat staff, as UNEP staff members, are entitled to and bound by all conditions of service of UN employees; • The Trust Funds of the Convention, its sister Agreements and MoUs are established and managed by the Executive Director of UNEP in accordance with the relevant financial regulations and rules of the United Nations, and the general procedures governing the operations of the Fund of UNEP; • UNEP policies which ensure best value for money, such as Results Based Management and other corporate standards and practices such as the Environmental, Social and Economic Sustainability Framework; the Policy and Strategy for Gender Equality and the Environment, and the Knowledge Management Strategy. • Other benefits include: better access to outsourcing; a wealth of administrative, procedural and institutional experience; programmatic support; and technical assistance. <p>Page 27 last paragraph: Pls replace the words "13% standard overhead charges" with Programme Support Costs</p> <p>Page 38 paragraph 2: Pls replace the words "13% standard overhead charges" with Programme Support Costs</p> <p>In addition, the OfO Senior Legal Officer has the following comments on section 2.1:</p> <ol style="list-style-type: none"> 1. The statement made in para 3 of Section 2.1 is not accurate. It says: "Whereas the CMS was originally deemed to aim at the conclusion of international treaties" -and the footnote that follows this statement clearly provides that it should be "herein understood in accordance with the 1969 Vienna Convention on the Law of Treaties (...)". Art. IV of the CMS in fact calls for the conclusion of "international agreements" but neither in Art.IV nor in Art.V (which provides "Guidelines for the Agreements") the Parties who adopted the Convention qualified the type of "international agreement" they intended to conclude. Thus later the Parties interpreted that they could use any type of "international agreement",

Sender		Comments
		<p>including MoUs. The definition of "agreement" given in the CMS Art.1 (j) is "an international agreement relating to the conservation of one or more migratory species as provided for in Articles IV and V of [this] Convention" without making reference to the type of agreements (whether or not they should be international treaties in accordance with the 1969 Vienna Convention).</p> <p>2. It would have been good to receive the Headquarters Agreement referred to in para 4 of Section 2.1, as we requested. This would have allowed us to understand the reference made in this para to such Headquarters Agreement "between the Federal Republic of Germany, the United Nations Environment Programme and the Secretariat of the CMS" concluded in 2002. From a legal point of view it is difficult to understand why the Agreement would have been signed by both UNEP and the "Secretariat of the CMS" if that Secretariat is provided by the UNEP ED.</p> <p>3. Para 5 of Section 2.1 refers to a full-time staff in its Project Office in Bangkok "who is currently on sabbatical leave". I would recommend the authors make reference to the period of such sabbatical leave providing the relevant dates. The use of the word "currently" seems not to be accurate since the document will not necessarily be read only "in the present times".</p> <p>4. Para 7 of Section 2.1 starts with the statements "the working language of the Secretariat is English". I have not found this reference in the Convention. Was this decided by the Parties at any alter stage? If there is no legislative authority deciding that this should be such, then the statement is not correct and would need to be removed. One thing is facts, and another one is a legal mandate (a decision legally made by the Parties and therefore a request legally made to the Secretariat to operate in a certain way). If it is currently the way to work of the Secretariat to operate in English -for practical reasons/because it is the common language of its staff members/etc. - it does not mean that "English is the working language of the Secretariat". If documents that come to the attention of the Secretariat or correspondence addressed to the Secretariat is in another UN language, the Secretariat accepts and processes such documents/correspondence as necessary.</p> <p>5. Para 8 starts with the statement "Hosted by UNEP, the Secretariat follows (...)". I would recommend to change the word "hosted" with the word "provided" in order to be consistent with the mandate given to UNEP by the Parties and reflected in the text of the Convention.</p> <p>6. In para 8 there is reference to the "general 13% overhead charged by UNEP". I agree with Dionyssia's suggestion to delete the word "overhead" and replace it with "charged as per standard UN Secretariat</p>

Sender		Comments
		<p>practices on Programme Support Costs". I would suggest we further add "and in agreement with the relevant UN General Assembly resolutions and UNEP governing body decisions".</p> <p>7. In the same para 8 there is a statement reading "Being within the UNEP structure gives the Secretariat access to key UNEP infrastructure such as IT and telecommunications support, as well as broader operational support (...)". In my opinion this statement minimizes UNEP's role in providing the Secretariat just to "access to UNEP's infrastructure". If the phrase "Being within the UNEP structure" means that Secretariat is in a UN building then the phrase should be reformulated. If that is not the case then we should request that all the benefits of having UNEP provide the Secretariat be mentioned, only including the fact of access to UNEP's IT infrastructure as one of them.</p>
<p>Chair, CMS Scientific Council Fernando Spina</p>		
<p>Report & Section 4</p>		
		<p>I went through the very interesting documents produced by the consultants on “Implications of actions to enhance synergies: an independent analysis and report”. I have not been in touch with the consultants, nor contacted by them, hence I rely, for my comments below, on ideas I got through reading their reports; some aspects I might have tried to clarify talking to the consultants therefore are only based on my interpretations of the findings they report about.</p> <p>I understand that this is not going to be a fast process, given the CMS Family is made of multilateral environmental agreements with limited overlap of memberships, hence I understand the process will go also through contacts and involvement of Parties to the different CMS instruments, as the latter will need to support this initiative through their political mandate.</p> <p>I also understand the overall financial savings through the implementation of synergies across the Bonn-based Secretariats will amount, in the mid- to long-term, to an estimated annual 100-150,000€, which I consider being not a trivial amount.</p> <p>In terms of visibility I may agree on the concept that a larger CMS Family might lead to higher overall visibility for the Convention, yet I think it would be good retaining visibility of the single CMS instruments. From my experience, the existing taxa- and issues-specific CMS instruments give a positive idea and convey a powerful message of complex, varied, scientifically and expert-based conservation instruments ranging across all species, a very large number of countries and all continents.</p>

Sender		Comments
		<p>However, I may miss details on how the proposed synergies will optimize management and reduce costs, at the same time retaining visibility of the CMS instruments considered.</p> <p>As for the 3 proposed options, I think option 2 sounds like a good strategy which, I'm sure, will lead to maximizing the positive effects of enhanced synergies within the CMS Family.</p>
<p>Chair, EUROBATS Standing Committee Jeroen Panis</p>		
<p>Report</p>		
	<p>General Comments</p>	<ul style="list-style-type: none"> • It is a rather limited interpretation of the first request in UNEP/CMS/Resolution 11.3, namely to work “in consultation with the relevant Secretariats of CMS family instruments”, since these secretariats were not involved in the draft of the terms of reference, the choice of the consultant or the guidance of the execution of the project. As such, this lack of transparency is not helping the perception of this study as independent. • Regarding methodology: <ul style="list-style-type: none"> a) The report is based on interviews of key stakeholders, in itself a valuable approach. Unfortunately no information was given on the selection process of those key stakeholders. b) No information is given on the approach for the analysis or comparison of the different arguments used to reach conclusions and recommendations. One key factor would be the efficiency and effectiveness of fulfilling the goal of the convention, agreement or MOU. • On a whole the study stays at an abstract and theoretical level without touching on specific and concrete issues which would be the basis for any decision. Some examples: <ul style="list-style-type: none"> a) On the issue of back to back meetings: little considerations are given to practical aspects as inter alia the differences in composition of delegations of parties for different conventions, the workload of parties or the different geographical and species scopes of the conventions, agreements or MOUs. b) There is no inventory of existing collaborations between the convention and the different agreements and MOUs, especially between those based in Bonn. c) There is no financial analysis. • In a few places those interviews are used as an authoritative argument. It is therefore strange that the report of interview has not been shared with the interviewee (or at least not in my case). Again a blemish on the perception.

Sender		Comments
		<ul style="list-style-type: none"> • Why are representatives of BMUB interviewed? And with such a relative weight (2 interviews out of 21)? If this is because Germany is the Repository of CMS, why have the other Repositories not been interviewed? If this is because Germany is the host country of the instruments situated in Bonn, then why have the other host countries not been interviewed? • I can't see the relevance of the interview with the executive secretary of CBD, if the document is attaching such importance at the cooperation between the three chemical s convention (Basel, Rotterdam and Stockholm Conventions) and their executive secretaries (or comparable officials) are not consulted. Why are they not consulted? • The ASCOBANS case seems to be interpreted in a rather selective way. I will go into detail in my specific remarks. • The case for the claim that the situation regarding the Chemicals conventions and the CMS family are comparable, has not been made. • The text is not complete. Especially the executive summary is missing, triggering some reservations.
	<p>Text specific remarks</p>	<ul style="list-style-type: none"> • Regarding 2.1.1, the Ministry of Agriculture, Nature and Food Quality of the Dutch Government does not exist as such anymore. • Regarding 2.1.3, the rationale behind the decision to let the CMS secretariat serve as the secretariat for ASCOBANS was not of a financial but of a managerial nature. Failure on a management and leadership level leading to inter alia overspending, led to this decision. The key is in fact the following paragraph in de preamble of MOP resolution 5.2d: "Mindful of the report from the United Nations' Office of Internal Oversight Services (OIOS), Internal Audit Division, dated 24 August 2006 which found a lack of clarity in the roles and responsibility for the administration of budgetary preparations and management contributed to a sizeable overspend against provision in the triennium 2004-2006;". • Regarding 3.1, the decision to let the CMS secretariat serve as the secretariat for ASCOBANS was not a search for synergies, but a stopgap measure to address a serious management and leadership issue in the former secretariat. This was aggravated by the coincidence with a move to integrate the ASCOBANS secretariat into the UNEP/CMS Agreements Unit as was done with EUOROBATS and AEWA. What this therefore shows is not a successful synergy effort, but the fact that the tasks of a secretariat of a small convention can be accommodated by the CMS secretariat, at least when the parties are all party to CMS itself. Besides, based on the report of the questionnaires mentioned, the only conclusions that can be deducted are that management and leadership issues were addressed by the then executive secretary of CMS.

Sender		Comments
		<ul style="list-style-type: none"> • Regarding 3.3, item “Cost reductions arising from synergies: as mentioned in 3° reference to the survey”. I don’t see corroborating evidence in the referenced document. If you read point 8, you can see that efficiency and cost effectiveness appear satisfactory for the Parties, but point 12 points out that this is rather a consequence of improved management and leadership, not of the integration as such. • Regarding 3.3, item “Cost reductions arising from synergies: reference is made to the chemicals conventions. Are these not complementary conventions, focussing on different sides of the same issues, viz. international movements of toxic waste. Is this really comparable to a situation that several extra conventions are brought into existence to cover topics that could not be covered by an general approach, i.e. CMS? The comparison between both relationships should be more elaborated. While stating in the introduction of chapter 3.3 that a precise quantitative assessment of financial implications is beyond the scope of this study, numbers are available for savings at the Chemicals Conventions. However no information is given on the origin of or reason for these savings. Without evidence that this is a consequence of the synergy process, the conclusion is a moot point. • Regarding 3.3, last paragraph of item “Mobilisation of external funding”. the fact that organization perceived as more efficient and reliable have greater access to donations, is just what is says. This is not an argument in favour of merging or intense cooperation, but in favour of competent and transparent management. Nothing more. • Regarding 3.4, item “Efficiency and performance gains”. This is probably true in general, but to be able to decide a course a general observation is not enough. Needed is a specific and factual analysis, especially with regards to financial consequences, because it needs to be balanced with the next item “Costs of reorganization and adaptation”. As mentioned before, there is no list of existing collaborations between the different secretariats. • Regarding 3.4, item “Costs of reorganization and adaptation”. In the last paragraph a reference is made to “scepticism in interviews”. It would be relevant to elaborate on firstly the reasons and subject of the scepticism and secondly the relative importance of it. • Regarding 3.5, item “External visibility”. A serious claim has been made in the second paragraph about the lack of transparency caused by the complex structure of the family. What evidence backs up firstly the existence of this issue and secondly its gravity? Reference is made to “some interviewees”. A bit more information on the importance of this claim is needed (e.g. How many out of 21?). This is relevant to know, especially regarding my general remarks (2°, 3° and 4°). • Regarding 3.5, item “General policy directions”. It is clear that as a general rule we should strive to “as much synergy as possible”. Still this leaves the question unanswered about the reason of being of

Sender		Comments
		<p>those agreements and MOUs. The Parties saw the need to set up specific targeted agreements with their own objectives and management through their respective secretariats to address issues that could not be covered by the general convention, i.e. CMS, and its secretariat. Looking at how some of the agreements and MOUs have been growing since then, are there then now any reasons why CMS and its secretariat can address these issues adequately at present?</p>
Section 4		
	General Comments	<ul style="list-style-type: none"> • The resolution 11.3 requests an: “independent analysis and report on the legal, financial, operational, and administrative implications of actions to enhance synergies, such as through sharing services in common service areas”. The topic of sharing services is barely touched. I would have expected a list of potential shareable services, which are analysed individually to see whether synergies occur, under what circumstances and how large the potential gains are. • Regarding methodology: <ol style="list-style-type: none"> a. It seems basically that only the merger/synergy reinforcing arguments which are mainly of an academic or theoretical nature, are withheld for the analysis. Other arguments are essentially being ignored; b. There is no real analysis: no definition of criteria for weighing different policy options; no analysis of effectiveness (in this case effectiveness regarding improvement of conservation status of the species concerned); no analysis of direct, indirect and redistribution effects; ... Not even a form of weighing of the different arguments for or against something; c. No distinction or hierarchy between policy options and implementation options; d. The different proposed solutions are not compared, not qualitatively let alone quantitatively and financial. A form of cost benefit analysis should be the foundation for every decision of this nature (CBA exist since 1848, RIA since 1978); • The proposed solutions are only of a general nature and are not grounded in an analysis of existing practical or policy issues or good practices.
	Text specific remarks	<ul style="list-style-type: none"> • Regarding 4 item 2 “Legal implications”. This shows we need to have some idea on the return-on-investment. If this is not trivial, why should we do this? • Regarding 4 item 3 “Financial implications”. This type of valuation is a case of benefit transfer. To be able to do that both situations should be sufficiently comparable. There is no evidence in the report that this is the case, besides the fact that international environmental conventions are concerned. At least some evidence and calculation should be provided to back up these claims about potential savings. It would be nice to know under which conditions these potential savings could be realised. Since there is no real cost benefit analysis this item is basically pointless.

Sender		Comments
		<ul style="list-style-type: none"> • Regarding 4 item “Operational and administrative implications”. This statement is based only on a theoretical approach of the question. Besides, there is almost no link with earlier parts of the report. • Regarding 4 item “Overarching implications”. The real overarching implication is that the agreements and MOUs were set up by the Parties to improve the conservation status of the species concerned. This issue is not addressed. I cannot imagine that other multilateral environmental fora providing the general policy guidance, would seek to merge services etc. at the cost of reaching those conservation aims. • Regarding 4 item 6. The name for option 2 is “step-by-step approach” which implies a final goal of merging everything and is as such just an implementation option of option 3.
Chair, EUROBATS Advisory Committee Ferdia Marnell		
Report		
	General Comments	<p>I welcome this report and the opportunity I was afforded to input into it and the further opportunity now to comment on it in draft form.</p> <p>I think it is important to re-state here what I said at the outset of my phone interview i.e. I am the scientific focal point for Ireland for CMS, but my country’s engagement with CMS is limited to a watching brief; we have not attended meetings for several years. By contrast, Ireland has played an active role in EUROBATS since its inception, and I have been actively involved in EUROBATS for 15 years as the scientific focal point for Ireland, and then for a four year period as Vice-Chair of the Advisory Committee and most recently as Chair of that Committee. From this knowledge base, I have a number of general comments on the report and its findings.</p>
		<ul style="list-style-type: none"> • There are important differences between improving efficiency and improving effectiveness. The mandate from the CMS COP in 2014 and the Conference on Sustainable Development held in Rio in 2012 both emphasise the goal of improving the effectiveness of CMS and other MEAs. Greater effectiveness can also give rise to improved efficiencies, through the reduction of unnecessary overlap and duplication, and enhanced coordination and cooperation. But it should be remembered that the goal of this review, and the focus of any resulting changes, should be to improve the effectiveness of our conservation efforts and not to reduce costs. • The report puts considerable emphasis on the improvement that was achieved in the ASCOBANS Agreement when its management was taken over by the CMS Secretariat. While it is reassuring that this Agreement is now on a firmer footing, it must be remembered that that Agreement had suffered from a period of poor management leading to financial difficulty. It does not follow that, and the report

Sender		Comments
		<p>fails to demonstrate how, a well-managed and properly functioning Agreement would derive any benefit from a similar change in structure.</p> <ul style="list-style-type: none"> • The comparison between the CMS family and the “Chemical Conventions” is interesting but there would appear to be very little in common between them and again the report does not demonstrate any valid basis for the comparison. If the authors believe the comparison is genuine, it would be very useful to see a more detailed description of the Chemical Conventions and a fuller analysis of the synergies they have achieved, the improvements in effectiveness gained through the mergers etc. etc. Without this the comparisons seem superficial and are potentially misleading. • There is a suggestion in the report that a more centralised CMS would be a more effective fund raising tool than the current structure. I have been involved in fund-raising, and also, in my role in a national conservation authority, as a fund distributor. I am not convinced by this argument and I do not believe that potential funders are put off by the current structure of CMS. CMS will be a better fund raiser if it devotes more time and effort to fund-raising. The same would apply to individual daughter Agreements. The issue is whether such independent fund-raising is a priority and where the resources to focus on fund raising would be diverted from? • It must be remembered that the various Agreements and MoUs under CMS have been established in response to particular demands and conservation requirements identified by Parties. The purpose of each of these individually is to improve the conservation status of species or species groups. The current report has not demonstrated how these individual goals would be furthered through any potential changes in shared services. Given that the report (in Chapter 4) identifies the need for a clear mandate from Parties to support the successful implementation of any further enhancement of synergies, some effort should be focussed in the final report on how the Parties’ desire to further their conservation efforts will be met by any such changes. • Finally, and perhaps most importantly, I note that we are being asked to consider the implications of enhanced synergies when in fact the actual synergies themselves are only hinted at and have not been presented in any detail. The COP Resolution refers to the potential for “sharing services in common service areas to the decision-making bodies of the wider CMS Family.” To my mind what is needed now is to explicitly identify these potential services and to examine them individually in more detail to establish where synergies may occur and under what circumstances and how, through a detailed cost benefit analysis, this in turn would further the fundamental goal of the CMS family: to conserve terrestrial, aquatic and avian migratory species throughout their range.

Sender		Comments
EUROBATS Secretariat Andreas Streit, Executive Secretary		
Report		
	General Comments	<p>The EUROBATS Secretariat considers this study to be part of a Party driven process that should remain in the hands of the Parties to CMS and the related Agreements as well as other Instruments with regard to the direction it takes and to the possible conclusions and decisions it might lead to. The Secretariat will therefore limit itself to corrections of factual errors in the present draft and to comments that are based on its own experience of operating within the CMS Family and the wider UNEP framework. Nevertheless it is noted that the present study has a fundamental shortcoming.</p> <p>Instead of first analyzing what is working well in the operation of the Convention and Agreement Secretariats as well as the co-operation within the CMS Family as a whole and - based on these findings - identify areas and opportunities for increased co-operation, efficiency and optimized use of available resources, the study remains on a rather academic level and quite detached from the day to day reality in particular with regard to the long standing and close co-operation of the Bonn based secretariats.</p> <p>As a matter of fact the CMS Family has already previously undergone significant changes in its setup, most of which were directed to synergies and increased efficiency. This is not sufficiently recognized and described in Chapter 3.1.</p> <p>Furthermore the study throughout its text tries to make a direct comparison with the Basel, Rotterdam and Stockholm Conventions (the so called Chemicals Conventions) without providing any information on where similarities between them and the CMS Family might exist. As far as can be recalled without detailed research, the background and reasons for the merger of functions in the Secretariats of the Chemicals Conventions was mainly triggered by significant overlap in their activities and substance of work as well as by partly contradictory decisions adopted at their respective COPs. At least from the EUROBATS perspective there are no issues that would provide a sensible reason for comparison with the setup of the Chemicals Conventions.</p>
	Text specific remarks	
	p. 13, last para	Already in its original text the Agreement has been expressly open for accession of non-European Range States. Based on scientific evidence the second amendment and a later resolution redefined the Agreement area in order to cover the Western Palearctic region thus recognizing biogeographical boundaries.
	p. 14, second para	The EUROBATS and ASCOBANS Secretariats became fully integrated into the UNEP administration as of 1 January 2001 as a result of identical resolutions adopted by the Parties at the respective MOPs held

Sender		Comments
		back to back in 2000. EUROBATS Resolution 4.2 only formally endorsed the Headquarters Agreement which had already covered the EUROBATS, ASCOBANS and AEWA Secretariats since its entry into force.
	p. 23, second para	The word “proliferation” should be replaced because it has a negative connotation. Concern about a “proliferation and fragmentation of Multilateral Environmental Agreements” is popping up in discussions and academic papers since some ten years but is not at all applicable to the CMS Family. To the contrary, by its design and the political will of the Parties it has been and continues to be an essential part of the CMS mission to promote and facilitate the conclusion of agreements on the conservation of single species or groups of species as correctly stated on page 10, third paragraph.
	p. 27, third para	More or less from the outset it had been the political will of Parties to co-locate Agreement Secretariats with the CMS Secretariat under UNEP administration. For EUROBATS the decision had been scheduled at the first MOP after the establishment of the permanent secretariat in 1996 which was MOP 2 in 1998. Because of last minute irritations with regard to the cost implications, the decision was then postponed until MOP 3 in 2000 which was held back to back with ASCOBANS MOP 3 where an identical resolution was adopted for ASCOBANS.
	p. 27, last para	It is important to highlight that the joint Administrative and Fund Management Unit only became possible through the co-location of the EUROBATS, ASCOBANS and AEWA Secretariats and their integration in UNEP administration. Often wrongly presented or perceived as CMS staff this unit is composed of UNEP staff members who serve all co-located secretariats on an equal basis. Its tasks not only include the management of funding and payments but also human resources matters and travel arrangements.
	p. 28, third para and p. 35, third para	<p>This evaluation creates a wrong picture by not providing a reference to UNEP/CMS/Conf.10.34 on “The Merger of CMS and ASCOBANS Secretariat Functions” which contains two important statements and lessons learnt. In paragraph 9 of this document it is stated that “<i>The new arrangements do not necessarily produce less overall costs if hidden costs are factored in, such as unbudgeted extra staff time or the need for all involved officers, therefore a higher number of staff, to attend meetings of the Agreement’s bodies.</i>” And more importantly paragraph 16 states “<i>While the arrangement works very well for a small Agreement like ASCOBANS, the Joint Secretariat would not see merged Secretariat functions as a viable option for larger Agreements and would not advocate it as a generally applicable example. This should especially be stressed in view of the impending decision regarding the Future Shape of CMS.</i>”</p> <p>It is also surprising that none of the staff mainly working for ASCOBANS was interviewed in order to obtain first-hand information on all effects of the merger, also the negative ones.</p> <p>Furthermore it is stated that the contributions by Parties to ASCOBANS have remained stable while not mentioning that the same is the case with the contributions of EUROBATS Parties. Without any merging</p>

Sender		Comments
		arrangements the contributions to EUROBATS have not increased in the past eight years and will also not increase in the just started new four year budget cycle.
	p. 35, last para continued on p. 36	<p>While the study repeatedly states that it is difficult to present figures with regard to potential savings arising from increased synergies it presents figures from the Chemicals Conventions without providing any information on where these savings precisely were obtained from. It has to be assumed that a large part of the reported 3-4 per cent savings on the overall budget were generated through the abolishment of high ranking posts in the executive management of the Conventions.</p> <p>However, the situation in the CMS Family is a totally different one. The Executive Secretaries of the co-located Agreements are employed at the same grade and salary level as the CMS Programme Officers. Only two CMS staff members who are heading MOU Secretariats (IOSEA and the Abu Dhabi Office) are employed at a higher grade but largely (in case of IOSEA) or fully (in case of Abu Dhabi) not financed through the CMS budget. None of the synergy scenarios presented so far is suggesting the cutting of posts but only introduce new functional titles or reorganized structures. It is difficult to understand where savings could be derived from with at the bottom line actually more staff being involved in tasks to be carried out for the various Agreements.</p>
	p. 37, first para continued on p. 38 and footnote 16	<p>This paragraph should be completely rewritten in order to provide all relevant facts and the complete picture instead of highlighting the case of one individual staff member. As mentioned earlier, it has been the clear political will of the Parties to co-locate the AEW, ASCOBANS and EUROBATS Secretariats with the CMS Secretariat and to have them administered through UNEP by providing a joint Administrative and Fund Management Unit. The Executive Secretaries of the three Agreements have been from the outset employed at the same grade as the CMS Programme Officers as soon as this decision of the Parties came into effect (for ASCOBANS and EUROBATS in 2001, for AEW already in 2000 because it coincided with the establishment of the permanent Secretariat. Following an upgrade of the CMS Programme Officers, the Parties to the three Agreements adjusted the grades of the Executive Secretaries accordingly at their respective MOPs. Only for ASCOBANS this decision did not materialize because the post was abolished at the end of 2006.</p>
	p. 40, Footnote 20	<p>An explanation is required on which available evidence such a statement could possibly be based. There is no known case of a country that has not acceded to either CMS or one of the Agreements for reasons of their organizational structure neither is any example for inefficient or “more efficient” structures provided. Which added value can such an isolated statement provide without any factual basis?</p> <p>Parties accede to CMS because they want to commit themselves to the conservation of migratory species and they accede to the Agreements if these are relevant to their geographical region and for their political priorities.</p>

Sender		Comments
	pp 41 to 43	<p>Chapter on Efficiency and performance gains: The entire chapter remains very vague, largely detached from the day to day reality in the CMS Family and as mentioned in the general remarks above is not based on a thorough analysis on what is working well and which close co-operations are already in place since long.</p> <p>One of the few examples provided relating to travel arrangements is factually wrong. These are processed by the joint Administrative and Fund Management Unit and not by the individual Secretariats. It is the newly and UN-wide introduced administrative system UMOJA that obliges all staff members to process their individual travel requests, a task previously carried out by few staff members for all others.</p> <p>Another example proved relates to conference organization. Mutual assistance is since long and successfully practiced between the CMS and AEWA Secretariats. Due to budget and staff constraints this is however not a realistic option for e.g. the EUROBATS Secretariat, which until now successfully manages to organize its conferences with the available resources and as far as known also to the satisfaction of the Parties.</p>
	p. 46, third para	<p>Again a strong statement is made by referring to a “<i>lack of transparency resulting from the current complex structure of the [CMS] Family</i>” without providing any factual evidence. At least the EUROBATS Secretariat is not aware of any “lack of transparency” related to its setup or work.</p>
Section 4		
	General Comments	<p>Different from what we believe to have been the intention of the Parties in Resolution 11.3. and different from its title referring to “enhanced synergies”, the analysis takes a much narrower approach by only focusing on “common or shared services” within new or reorganized structures as if this was a goal in itself without first analyzing actual and objective needs as well as the resources required. Even before a sound evaluation of the “Pilot” for shared services – the joint CMS/AEWA Communications unit – has been provided and a decision been taken on whether to continue it or not, other joint units (e.g. conference services) are being proposed without providing any details, cost or other implications. On the other side there is a long list of past and ongoing successful activities within the CMS Family that are representing true synergies. However, these are not valued at all in the analysis although they might well illustrate the best way forward for additional and enhanced synergies that can be achieved across the CMS Family also in the future.</p>
	Comments on individual paragraphs	<ul style="list-style-type: none"> - Paragraph 3: For the EUROBATS Secretariat it is impossible to understand how an amount for expected cost reductions can be mentioned without providing any information from where these savings possibly could be derived and by stating at various other places of the analysis that the CMS Family is under-resourced.

Sender		Comments
		<ul style="list-style-type: none"> - Paragraph 4: Once again, these “findings” appear to be detached from the reality in the CMS Family and are not based on assessed facts. - Paragraph 5: The CMS Family will obtain the greatest visibility if it is successful in its goal to effectively conserve migratory species of wild animals. It is very surprising that nowhere in the study this goal is given any attention. - Paragraph 6: The options are narrowed down to institutional/organizational matters while many more options for truly enhanced synergies certainly exist. The Parties will require much more detailed information that is based on the actual needs of the CMS Family to become able to take an informed decision. <p>This also applies to the remaining paragraphs of chapter 4.</p>
AEWA Secretariat Jacques Trouvilliez, Executive Secretary & Secretariat		
Report		
	General Comments	<p>Once informed by the CMS Secretariat of the choice of the consultants on the 3rd June and having asked for the ToR the 19 June, the participation of the UNEP/AEWA Secretariat to this process had taken the form of an interview of one hour and a half the 2nd July. We then received for comments an incomplete draft of the report on the 20th August and for a very short period as the deadline was the 26th August. The timing was really difficult for the Secretariat as we were organizing a CMS/AEWA/Raptor MoU workshop on poisoning the 24th and then on 25th to 27th the preparatory meeting of MOP6 for African Parties in Cape Town. The comments provided below will then be completed for the 1st of September with the analysis of the last part of the document received on the 25th August. It should be noted that we are still waiting for the Executive Summary.</p>
	p. 8	<p>The methodology said there is analysis of existing experiences within the CMS Family but in the following pages no real analysis is presented (AFMU, joint Communication unit...). Furthermore, the synergies already in place are not analyzed, even not listed. There is good examples of past collaborations and ongoing ones which show that synergies could be achieved without any common units or services.</p>
	Text specific remarks	
	p. 11	<p>UNEP and other UN departments did not provide translation services to AEWA.</p>
	p. 16	<ul style="list-style-type: none"> - Conclusion was on 16 June 1995 (not 15 August 1996), it should be corrected elsewhere in the document; - AEWA have 119 Range States (not 123), it should be corrected elsewhere in the document;

Sender		Comments
		<ul style="list-style-type: none"> - the fix-term posts that are financed by the core budget come to 6,75 FTE ...not 8,85; - The working languages are English and French (cf. Rule 52 of the RoP MOP official meeting languages). - There are 4 AEWA Parties which are not Parties to CMS. The word yet has to be deleted if we wanted to stay factual. - The statement of the third paragraph about the joint Secretariat is incorrect and should refer to a joint Executive Secretary
	p. 23	<p>The first sentence gives a negative connotation. It should be reworded or deleted.</p> <p>French as official working language plays an important role for AEWA. Reducing us to English does not reflect the reality.</p> <p>What is the significance and the pertinence of this sentence: Nevertheless, despite their autonomy, they are linked to the CMS, which remains the only agreement within the CMS Family which is not restricted to a certain geographical area (and thus truly global), has the largest number of Parties ? As per construction the instruments developed under the CMS auspices should concerned either a group of species or a region. It is therefore normal that CMS remains as it is.</p>
	p. 27	<p>No evaluation of the cost, benefit and efficiency of the AFMU is provided. It is the first example within the CMS Family of a shared service even if AEWA is not associated to the management of this team.</p>
	p. 28	<p>The conclusions of the CMS Secretariat report UNEP/CMS/Conf.10.34 clearly stated in paragraph 16 While the arrangement works very well for a small agreement like ASCOBANS, the joint Secretariat would not see merged Secretariat functions as a viable option for larger agreements and would not advocated as a generally applicable example. The report here give incomplete information which could lead to a wrong conclusion.</p>
	p. 29 and p. 34	<p>The assessment of the joint Communication Unit is not used in the report. No cost reduction have been demonstrated.</p>
	p. 32	<p>Strange link between the membership and the cost sharing. Two instruments with the same Parties still have to decide how they will share the resources.</p>
	p. 36	<p>The savings made by the BRS have to be described to explain how it was achieved. Was it staff cost or any other items? As cost increase it should also be mentioned that the composition of new units requires staff functioning as head of these units. Somebody coordinating a whole team should normally not be a P2, but a P3 or P4, of which we don't have so many. If such coordinator posts of common teams are being reassessed by HR, this will lead to much higher staff costs as UNON would not allow recruitment on P2 level.</p>
	p. 40 and p. 41	<p>The report give the idea that there is no other way than synergy or merging to increase productivity and/or efficiency. It is not true.</p>

Sender		Comments
	p. 41	<p>The sentence <i>organizations perceived as more efficient and reliable are able to secure greater access to donations</i> is true but it has not been demonstrated that it has a link with the size of the organization. Small and specialized organizations are often more successful in fund-raising than bigger ones.</p> <p>The example of specialized staff for travel of whole CMS family is not a good example as it would not work under the new UMOJA where every staff have to do his own requests!!!</p> <p>The sentence <i>It has also been proposed that a joint unit for the organization of conferences and meetings could be established</i> is vague. Who have proposed this joint unit? During the interview, the UNEP/AEWA Secretariat have explained why it will not be an advantage or a benefit for AEWA. The information given is unbalanced.</p> <p>The sentence <i>there could be expert units working across the instruments, focused, for instance, on certain taxa, or certain regions</i> could concern the Avian unit of CMS as there was a project to merge the implementation units. The AEWA secretariat have advocated during the interview that we have not enough resources to fully implement the AEWA strategic plan and that the Avian unit of the CMS is notably understaffed. A merging will not at all solve the problem! This remark lead to raise a methodological problem as there is no report of the interviews. We have proposed to consider a common unit on IT issues but did not find any reference to this proposal in the report.</p> <p><i>We agreed that our comments are made available through an annex to the final version of the report.</i></p>
Section 4		
	General Comments	<p>We would like to reiterate, that the AEWA Secretariat is very much in favor of enhancing synergies and embracing changes in areas that are likely to bring real added value not only to the services provided to the Parties as well as other stakeholders by the various Secretariats, but also to the conservation and sustainable use of migratory species in general. As a Secretariat it is our role, together with the governing bodies of the Agreement, to facilitate that the AEWA Parties have access to the best available knowledge regarding any decisions they are requested to make. Hence our comments and concerns should be taken as a sincere attempt to make sure that the current process leads us to the best possible outcome for all.</p> <p>Overall, the AEWA Secretariat finds that the “Main findings and recommendations” presented in Part 4 of the commissioned Independent Analysis and Report clearly fall short of the mark with respect to the kind of in-depth analysis and information required at this time. Without such a detailed analysis depicting actual scenarios including full coverage of the possible benefits and implications including costs and risks of various choices, the Contracting Parties to the CMS Agreements are not being provided with the information necessary to enable them to take informed decisions on the way forward regarding the further enhancement of synergies within the CMS Family.</p>

Sender		Comments
		<p>Overall, we believe that the report as a whole is vastly theoretical and certain conclusions are not based on factual evidence, or at least such evidence is not presented therein. As mentioned above, the major deficiency of the study is the lack of any proposed specific scenarios for increasing synergies (to include the exact modalities of staffing changes, arrangements, cost and benefit sharing, roles and responsibilities, workflows, etc.) which should have been the central focus of the paper, including a comprehensive description of the various implications of each scenario.</p> <p>As it stands now, we do not see the added value of the paper to the ongoing discussion and possible future decisions to be taken.</p>
	Legal Implications	<p>In the whole study MoUs and Agreements are considered to be the same, which is not the case both from a legal and financial aspect.</p>
	Financial Implications	<p>The potential savings for the CMS Family calculated on the basis of the example of the merged Secretariats of the Chemicals Conventions (Basel Rotterdam Stockholm Conventions/BRS) are highly questionable. Firstly, after one year and a half, no savings can be demonstrated related to the pilot phase of the Common CMS/AEWA Communication Unit. From the point of the AEWA Secretariat, the effect has at many times been quite the opposite as 20% of the AEWA FTEs (Full time equivalent positions) are dedicated to this unit and unable to undertake other AEWA-related tasks they would previously have dealt with.</p> <p>Secondly, as commented earlier on the previous chapters of the study, there is no presentation of how the savings at BRS have been achieved and what budget items they actually constitute. If the BRS savings were, for example, the result of cuts in staffing, this should have been made clear in the report. Extrapolating a figure from the BRS budget to the CMS Family budgets is misleading and methodologically incorrect.</p> <p>Thirdly, using the BRS experience as an example would have greatly profited from interviewing those with in-depth experience of their process as well as the outcomes (both at the Secretariat and amongst the Parties as well as the various governing bodies), which – to the best of our knowledge – was not done.</p> <p>Overall, the conclusions on the financial implications cannot be used in the decision-making process as they stand now. Realistic and concrete financial implications need to be calculated on the basis of specific scenarios which include more detailed accounts of actual actions suggested to be undertaken.</p>
	Operational and Administrative Implications	<p>Any such independent analysis and study should aim to present all options as equally as possible in order to provide balanced information to decision-makers. Hence another deficiency of the study is that it has not properly considered the option of increasing synergies without sharing common services and without merging Secretariats. The fact that there has long been a well-established and well-functioning practice amongst the CMS Family to seek out and implement synergies with regard to substantive issues,</p>

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		<p>administration, meeting logistics etc. - which was extensively reported on during the interviews with the authors, including a long list of solid examples – is merely mentioned. The latest example of such synergies is the CMS/AEWA/Raptors MoU Southern African workshop on Poisoning held on the 24th September 2015 in Cape Town, South Africa, with a tremendous investment of both AEWA and Raptors MoU staff time.</p> <p>By disregarding the points mentioned above, the information presented and discussed in the paper unfortunately appears biased and seems to imply that a certain degree of merger (partial or full) between the Secretariats is the only way to increase synergies in the implementation of the CMS Family instruments.</p> <p>We strongly believe that fruitful synergies can also be further developed without establishing common services.</p>
	<p>Overarching Implications</p>	<p>This paragraph dealing with the greater external visibility is not really backed up by anything in the previous sections. The branding of the CMS Family is an important issue, but again – apart from some general sentences - the report offers no detailed description of how this could be undertaken. Work on common CMS Family projects such as the joint CMS Family website, the CMS Family Species Champions Programme as well as the future aligned CMS/AEWA Communication Strategy are examples of how the Secretariats are already working together to share costs and to strengthen the CMS Family brand.</p>
	<p>Policy Options and Recommendations</p>	<p>Option 1: This option is not correctly formulated – there are existing synergies within the CMS Family and they have been in a constant process of evolvement (see comment above under operational and administrative implications). The proposed option does not really discuss the possibility of increasing synergies without creating common services. It should be portrayed as an option of equal value.</p> <p>Option 2: This option states that the joint CMS/AEWA Communication Unit should be further developed. In addition, it is suggested that further common units – such as for conference services – could be developed over time. It is not clear what the further development of the joint Communication Unit would imply or what the establishment of further common units would involve thus making it impossible to assess potential implications of this option. It should be however noted that the Parties have asked for a better implementation of the CMS instruments which implies an increase in the substantive services not the support services provided by the Secretariats. The example of a joint conference service/unit is not feasible for the AEWA Secretariat as was explained during the interview.</p> <p>Option 3: The suggested option of a joint Executive Secretary is contradictory with the objectives of a greater visibility of the instruments of the CMS Family. We believe that for each instrument it is beneficial to maintain a clearly identified leadership and management. Linked with strategic leadership under the</p>

Sender		Comments
		auspice of the Executive Secretary of the CMS, this top management staff could represent the structure to increase the overall visibility of the CMS Family together with a branding campaign.
	Conclusion	<p>We agree with the last sentence of the report. Even without new common services, synergies should be further developed and the AEWA Secretariat, as in the past, is ready to tackle this issue together with the rest of the CMS Family.</p> <p>However, as mentioned above, we strongly advocate the need for a real in-depth analysis portraying the actual possible scenarios with detailed descriptions of the implications that various choices will have for the functioning of not only the Secretariats but the Convention and its Agreements as a whole.</p>
ACAP Secretariat Warren Papworth, Executive Secretary		
Report		
	General Comments	I think the consultants have done an excellent job and produced a very good analysis of the key issues. I wasn't quite sure if our comments were for inclusion in a revised/final draft of the report, or if they were to be added as an annex. If the amendments I've suggested are incorporated into a revised report then I don't see a need for them to be added as an annex. However, if they're not incorporated then I'd appreciate them being included in an annex. I am happy for my comments to be attributed to me and for them to be publically available.
	Text specific remarks	
	p. 18	For clarity, I suggest adding to the sentence ending with "... after Tasmanian public service ", the following additional text "with the Executive Secretary's salary being determined on a triennial basis by MOP as part of its budget deliberations (refer MOP Resolution 5.6)".
	p. 35	Suggest adding new dot point, "Financial support provided by Host Governments to Secretariats". Significant levels of financial support may be provided to Secretariats under Headquarters Agreements with Host Governments, or through Memorandum of Understandings with their hosts. For example, under its Headquarters Agreement with the Australian Government, ACAP is exempt from all direct taxes and is also exempt from customs and excise duties and entitled to a refund of value-added tax (refer Articles 9 and 10 of the HQA). In addition, office accommodation and financial and personnel services e.g. payment of accounts and salaries, are provided to the ACAP Secretariat under a Memorandum of Understanding it has with the Government of Tasmania. These services/benefits are estimated to be worth around AUD 130,000 – 170,000 p.a.

Sender		Comments
Section 4		
	Main findings and recommendations	<p>Point 4 (3) Financial Costs, add new sentence to end of paragraph. Additionally, they may lose financial benefits they currently enjoy under Headquarters Agreements and Memorandum of Understandings with their host Governments e.g. exemption from taxes and the provision of accommodation and administrative support. In the case of the ACAP Secretariat these benefits are estimated to be approximately AUD 130,000 – 170,000 per year.</p> <p>Under point 4(4) add new penultimate sentence, “Caution should also be exercised that the focus of the Secretariats on supporting the implementation of their Agreement/MoU is not dissipated by the organisational/managerial needs of being part of a larger organisation.”</p>
ACCOBAMS Secretariat Florence Descroix-Comanducci, Executive Secretary		
Report and Section 4		
	General Comments	<p>Thank you for giving the opportunity to provide feedback on this important initiative. I have no major comment on the content. My main concern is to ensure that, for any of the scenarios proposed, the independency of the Agreements vis-à-vis the CMS Secretariat remains as clear as it is currently.</p>
Wadden Sea Secretariat Rüdiger Stempel, Executive Secretary		
Report		
	General Comment	<p>Thanks also to the consultants, who did an excellent job and provided a thorough and well-founded analysis.</p>
	Text specific remarks	
	p. 13, para 4	<p>States that the CWSS Secretariat has a staff of eight FTE. Following recent decisions by the Parties we are currently in the process of recruiting two further officers, one of whom may actually already be recruited by the time the analysis is published. For the sake of accuracy I would therefore suggest that we change the wording to reflect this, perhaps by writing something to the effect of: “It currently has a staff of eight</p>

Sender		Comments
		FTE. At the time of writing, the recruitment of two additional officers (one FTE, one PTE) was in progress.”
	p. 28, para 2	The analysis states that the ASCOBANS merger was undertaken “against the background of financial difficulties”. In fact, this was not the case. While ASCOBANS (like the other Bonn-based Secretariats) struggled with the unfavourable EUR/USD exchange rate at the time, it was conclusively proven that the Secretariat was not in financial difficulty and that misunderstandings in this regard had arisen due to an unintended transfer of money (by an officer of the AFMU in Bonn). I am attaching the report of ASCOBANS AC 15, which contains supporting evidence on pp. 5 et seq. (Section 4.1.3.) for your information. I would therefore request that the passage “against the background of financial difficulties” be deleted.
	The first para on p. 37	Refers to an increase in staff costs within EUROBATS after the secretariat joined the UNEP administrative framework. The same also applies to the ASCOBANS secretariat, which became part of the UNEP family simultaneously with EUROBATS. This should perhaps be noted.
Bert Lenten CMS Secretariat Report		
	Text specific remarks	
	p. 11, para 2, 2nd line	It might be good to split this in D, P and GS Staff.
	p. 11, para 4	The working languages for the Convention are English, French and Spanish...so please delete the other official languages of the UN and German.
	p. 11, para 4, 3rd line	Translation of documents is contracted out to 'private' translators...we don't use UN and/or UNEP translators in general. We have done that in the past but it is too costly. Only for agreement texts we might use them again on an ad hoc basis. Please note that for interpretation during meetings we also use external Interpreters and not anymore UN and UNEP Interpreters.
	p. 11, para 5, 3rd and 4th lines	UNEP does not provide support for telecommunications. CMS is paying UNV for telecommunications. Until 2015, we also paid all IT costs to UNV, who provided these services to us. As of 2015 UNEP might take over these costs but this is still not 100 percent sure. So I would leave any reference to IT and telecommunications out.
	p. 11, para 5, 6th line	Please note the Administrative and Fund Management Unit is paid from the 13 % overhead that CMS and its UNEP administrative Agreements are generating.

Sender		Comments
	p. 12, para 1	China and Japan should be added in my view.
	p. 14, para 2, 2nd line	At CMS COP5 it was decided to go for co-location of all European-based Agreements in Bonn...perhaps reference should be made to that decision...of course the MOP of each Agreement had the right to decide not to co-locate their agreement as was the case for ACCOBAMS.
	p. 14, para 2, 6th line	EUROBATS became fully integrated in UNEP after the adoption of Res 3.1... the Headquarters Agreement has nothing to do with that.
	p. 14, para 5	EUROBATS Secretariat: It might be good to split this into P and GS Staff.
	p. 15, para 2, 10th line	ASCOBANS is also covered by the Headquarters Agreement.
	p. 15, para 4, 3rd line	Official language is, as far as I know, only English. Sometimes the Agreement text is translated, as a matter of courtesy, into other languages but this does not mean that these are official languages agreed by MOP.
	p. 16, para 1, 7th line	Sudan is also a Party to AEWA and not CMS
	p.16 , para 2, 8th line	The official working languages are English and French... however as a courtesy the text of the Agreement has been also been translated into Arabic and Russian.
	p. 21, para 2	The interim coordinator worked 100% from October 2014 till 1st of July 2015... since then she works 50 % for IOSEA and 50 % as CITES/ CMS Programme Officer.
	p. 23, para 2	It is not clear what is meant... are we talking about the working language of the Secretariat or of the Convention and Agreements. As indicated before, the official working languages for CMS are English, French and Spanish.
	p. 23 , para 3, 1st line	If treaties mean the Convention and its Agreements, the statement is correct ... if it also means MOU it is not... because none of them have assessed contributions and are fully dependent on voluntary contributions.
	p. 23, para 5, 5th line	This is not correct. If you add all budgets together for the Agreements, it is higher than the amount CMS receives.
	p. 29, last para, 6th line	As indicated under AEWA, they have 3 countries that are not Party to CMS.
	p. 30, Table 4	I don't understand what this table wants to portray.
	p. 33, Table 5	Also for budget issues we need consensus in CMS
	p. 38, para 2	Please leave Dugong and Raptors out because they are part of the CMS Secretariat and have UN Salaries and pay the 13 %... the only thing that is different is that they are hosted by UAE... however we don't pay rent and maintenance costs here in Bonn and probably the salary will be lower here for the Staff ... I assume that the actual costs for salaries and common service costs (telephone) will be more or less what is now paid only for salaries in Abu Dhabi.

Sender		Comments
	p. 39, Figure 3	I am not sure what the intention is to have this figure. The problem with our budget is that sometimes we lower the cost to be covered by Parties by withdrawing from the Trust Fund... perhaps it would be better to use the grand total before withdrawing from the Trust Fund to indicate the real costs.
	p. 40, para 2	I don't believe you can conclude this from the figures. Such a conclusion could be made if things were stable. However over the last 10 years or so, the number of MOUs has substantially increased... the number of activities has increased but the Budget has not increased in parallel. At the moment we are juggling with the limited resources available to do our utmost to implement the mandates we have received from COPs/ MOPs. It has never been the intention to reduce costs but to do more with the same... and this is actually happening.
	p. 40, para 3	Over the last few years we have experienced that particularly with major donors sending in project proposals that would benefit CMS and e.g. AEWA had more chance to obtain funding. Perhaps this should be added... also Parties like it when their voluntary contributions support CMS and one of more of its Agreements or MOUs.
	p. 40, para 3, 3rd line	This is a fear that some staff have. I am aware of that... however with respect to our 'normal donors' being the Parties they have allocated X amount to support e.g. EUROBATS, ASCOBANS and CMS etc... I am not sure if they will give less at the end of the day.
Section 4		
	Main findings and recommendations	2. Legal Implications In my view, there is a lot of overlap between the Parties to CMS and some of the legal binding agreements at least. To make it more concrete, AEWA has 3 Parties out of 75 that are not CMS Party, ASCOBANS 100 % overlap, EUROBATS probably 100 %, Gorilla's 100 % etc, hence this statement is not correct.
		3. Financial Implications We should be careful with such a statement because Parties might use this to cut our budget. My view would be that perhaps resources that could be saved, could be redirected to increase output.
	Policy options and recommendations	6. Option 3 (all-at-once approach) At the beginning of the main doc, it was stressed that merging of Secretariat was not looked into. So it is a bit odd to propose the 3rd option. In my view the 3rd option should be immediately identifying all common services and implementing them.
Florian Keil CMS Secretariat		
Report		
	General Comments	It is clear from reading the draft analysis, that the experiences and lessons learned from the pilot in joint communications, information management and outreach between the CMS and AEWA Secretariats are

Sender		Comments
		important for the larger debate, so I would recommend to the consultants to try to expand on both the “experiences and lessons learned” with regard to the pilot a little more in their independent analysis (trying to look at it holistically from both the CMS and AEWA perspective and also seeking alternative views, possibly from external communication experts). It is the basis for any further development. Stating that the arrangement of the pilot will be assessed at the next AEWA MOP in November 2015, seems a little too simplistic and not really helpful in guiding or informing decisions on the way forward.
CMS Secretariat		
Report		
	Text specific remarks	
	p. 11, para 5	Hosted by UNEP, the secretion applies UN finance and administrative rules and regulations; check the statement that “being within UNEP gives the Secretariat access to key UNEP infrastructure, such as IT and telecommunications support” as UNV I thought gets paid to do this. Also, is the ADMU provided by UNEP or a UNON?
	p. 11, para 5, 3rd and 4th lines	The IT and telecommunication support we use are not part of the UNEP infrastructure. I would suggest to replace with ‘UN infrastructure’.
	p. 15, 2nd line	It should be: <i>Physeter macrocephalus</i>
	p. 19, 2nd bullet	Delete “UNEP’s”. Its either just GRASP, or its “the UNEP/UNESCO Great apes... Clause should read... “such as UNEP or the Great Apes Survival P’ship (GRASP). Para under 2.2. Remove reference to Concerted Actions, as there is no direct link between MOUs and CCs.
	p. 21, para 2	The sentence “ due to a sabbatical leave...” should be replaced with “during the one-year sabbatical leave of the full-time coordinator, starting in October 2014, the MoU Secretariat was coordinated by a full-time replacement located in the CMS Secretariat in Bonn. This temporary co-location with the CMS Secretariat allowed for much closer cooperation between IOSEA and CMS colleagues and let to a number of positive spill-over effects, which would not have taken place otherwise.”
	p.22, para 3	The Dugong MoU benefits from a financial and in-kind commitment by Environment Agency – Abu Dhabi on behalf of the Government of the United Arab Emirates, which hosts at its headquarters a CMS project office: CMS Office – Abu Dhabi.
	p. 22, para 5	The Raptors MoU is part of the arrangements with, and the support by, Environment Agency – Abu Dhabi on behalf of the Government of the United Arab Emirates.
	p. 23, para 2	It gives a somehow narrow appreciation of the use of languages within the family. I would suggest a redrafting along these lines: ‘Overall, English developed into being the main working language within the Family, although additional languages are being used depending on the geographic scope of the individual

Sender		Comments
		instruments (e.g. French plays an important role in the inner workings of ACCOBAMS, and Spanish is used as the main working language in some of the MOUs directly managed by the respective signatories).’
	p. 23, para 2, 3rd line	Add “of the Secretariat” after “working languages”.
	p. 23, para 5 1 st line	Reference to MOUs is confusing, they are not autonomous agreements, as implied. Sharks MOU is a global MOU, with potentially all countries as Signatories. CMS is not unique in this.
	p. 24 Table	Gorilla Agreement – Seat of Sec is “ Bonn (interim), rather than “not yet established”
	p. 26 Table	Monk Seal - remove “interim” from Secretariat. Sharks - Staff: one FTE (p2). Budget: 2013 – 2015 EUR 1,145,866
	p. 28, para 2	The sentence ‘Hence, the ASCOBANS Secretariat does not have staff members of its own, but the ASCOBANS budget pays for a portion of time of several staff members of the CMS Secretariat’ is not entirely correct. CMS does not have any share of the time of the team assistant (Bettina), the position being paid from the ASCOBANS budget only. I would suggest a redrafting of the paragraph along these lines: ‘As mentioned in section 2.1.3, the Parties to ASCOBANS furthermore decided in 2006 against the background of financial difficulties that the CMS Secretariat would provide Secretariat services to ASCOBANS, with the cost covered by the Parties to ASCOBANS.3 On the basis of this arrangement, the ASCOBANS budget pays for a portion of time of several staff members of the CMS Secretariat: the Executive Secretary for CMS is also the acting Executive Secretary for ASCOBANS, with 3% of his salary financed by ASCOBANS; a programme officer from the CMS Secretariat invests 15% of her time to ASCOBANS; an Associate Programme Officer spends 75% of her time for ASCOBANS (acting as main contact person for ASCOBANS in the Secretariat). A Team Assistant working half-time completes the staff complement, for a total of 1.43 FTE.’
	p. 30, Table 4	... on Party overlap. It’s not clear to me what the final 5 single Agreements in the list refer to. Overlap with what?
	p. 33, para 2	Legal autonomy – remove MOUs from this, as they don’t establish autonomous legal systems. The wording is confusing.
	p. 34, para 2	Different admin – legal frameworks Delete “collocated in Bonn” as this applies to Abu Dhabi and BKK as well.
	p. 35	It says quantified data is not available, however, the ASCOBANS secretariat staff have relevant data, but were not asked to provide it. It’s important not to oversell the wider applicability of the merger of ASCOBANS. CMS COP 10 document, drafted by Elizabeth Mrema and Heidi Frisch, states: 16. While the arrangement works very

Sender		Comments
		well for a small Agreement like ASCOBANS, the Joint Secretariat would not see merged Secretariat functions as a viable option for larger Agreements and would not advocate it as a generally applicable example. This should especially be stressed in view of the impending decision regarding the Future Shape of CMS. (THE MERGER OF THE CMS AND ASCOBANS SECRETARIAT FUNCTIONS (Conf.10.34)
	p. 35, Table 5	Also for budget issues we need consensus in CMS.
	p. 38, para 2	Dugong and Raptors MOUs are part of UNEP and so the 13% rule already applies.
	p. 41, para 2	Under Efficiency and Performance gains: It would be impossible to organize travel for the “whole CMS Family”, as this includes non-UNEP entities. The Joint Admin Unit already provides this specialization to the Bonn based Secretariats. Expert units working across taxa already exist. Maybe use language like “Build on...”
	p. 41, para 4	The example provided for possible specialization of staff does not seem a good one, now that with the entry into effects of Umoja individual staff members are basically required to make their own travel arrangements. Procurement could be a better example.
	p. 42, para 1	Continuing from previous page. I don’t understand this paragraph. It refers to admin units achieving efficiencies. However, there is only one (existing) joint admin Unit (Bonn) for UNEP administered Agreements and MOUs. It might be helpful if they gave examples of what they mean.
	p. 42, para 4	Already being done. Such efficiency gains, in back to back meetings, are already achieved wherever possible.
	p. 42, para 5	Joint strategies, action plans and guidelines are already being developed wherever relevant and practical. We have numerous successful examples.
	p. 42, para 6	Rather than only talking of potential gains, it might be relevant to mention the work the secretariats have done already over the last 6 years at least, to achieve just the efficiency gains that are being suggested. Of course more can be done – but it would build on the successes which already exist.
	Footnote 42	CMS Office Abu Dhabi currently employs 5 persons and a sixth post is currently vacant.
	p. 46, para 2	It seems unrealistic to expect CMS to have the same visibility as CBD, under any circumstances.
	p. 46, para 3	I suggest not using the term “lack of transparency”, as it may sound pejorative. Rather, I would suggest “lack of clarity”.
	p. 46, para 5	The term “chemicals conventions” is indeed catchier than “CMS Family”. I’d love to hear if they have a suggestion for a better term. As I see it, simply using “CMS” on its own, would not increase any sense of visibility, clarity, or ownership. “Migratory Species Convention and Agreements “not very catchy either.
	p. 48 Final paragraph	Enhanced synergies are indeed in tune with the direction provided by countries at other global fora, which is way the CMS family has been pursuing them for a number of years now.

Sender		Comments
	<p>General Comments on MoU and Agreements</p>	<p>Parties are urged to conclude agreements concerning species whose conservation status would be improved by international concerted action; these species are listed on Appendix II. Agreements are independent international treaties in their own right. They have their own budgets and, in most cases, their own staff. Their provisions are legally binding, but the process of bringing them into being can take a long time, as after the successful negotiation of the text, they have to be ratified by national parliaments. CMS: a framework convention CMS provides for separate, international legally-binding instruments and other agreements among range states of single migratory species or, more often, groups of species. These agreements can be adapted to the requirements of particular regions with the aim of enhancing the effectiveness of the Convention's efforts. 19 International MoU and 7 Agreements have been concluded under the CMS umbrella, for bats, birds, elephants, dolphins and whales, marine turtles and seals as listed below.</p> <p>Memoranda of Understanding (MoU) are an alternative arrangement to promote international action. These are administrative arrangements among ministries rather than international treaties. They do not need to be ratified and are consequently less onerous to conclude, so can come into effect quite quickly. Their provisions are however not legally binding and they depend on voluntary contributions rather than mandatory subscriptions to finance their implementation.</p> <p>Please check the table 2.2 Overview of the Subsidiary Bodies Established by CMS and its Instruments http://www.cms.int/sites/default/files/publication/manual_e.pdf</p>
	<p>Languages of the Convention</p>	<p>The working languages of the Convention are English, French and Spanish. In this regard, reporting formats are provided in the appropriate working language(s) of CMS and its instruments. The CMS National Reporting Format is available in the three working languages of the COP which are English, French and Spanish. In the case of some of the Agreements, such as AEWa and EUROBATs, however, the National Reporting Formats are only available in English and French which are the two working languages of their MOP.</p>
	<p>Recommended citation for the Manual</p>	<p><i>Manual for the National Focal Points for CMS and its Instruments. 2014. UNEP / CMS Secretariat and UNEP/ AEWa Secretariat, Bonn, Germany 112 p.</i> http://www.cms.int/sites/default/files/publication/manual_e.pdf</p> <p>Please refer also to CMS Family Guide <i>CMS FAMILY GUIDE THE ENCYCLOPAEDIA of the Convention on the Conservation of Migratory Species of Wild Animals</i> http://www.cms.int/en/node/925</p>