

CONVENTION ON INTERNATIONAL TRADE IN ENDANGERED SPECIES
OF WILD FAUNA AND FLORA

Eleventh meeting of the Conference of the Parties
Gigiri (Kenya), 10-20 April 2000

Strategic and administrative matters

Evolution of the Convention

STRATEGIC PLAN FOR THE CONVENTION

1. The ninth meeting of the Conference of the Parties (Fort Lauderdale, 1994) commissioned a review of the Convention's effectiveness. The principal purpose of the review was to evaluate the extent to which the Convention had achieved its objectives, the progress made since CITES came into being and, most importantly, to identify deficiencies and requirements necessary to strengthen the Convention and help plan for the future. At its 10th meeting, the Conference agreed to an Action Plan for implementing certain findings and recommendations of the review. A central finding was the need for a Strategic Plan.
2. This document has been produced by the Strategic Plan Working Group and was agreed by the Standing Committee at its 42nd meeting in Lisbon (28 September – 1 October 1999). The Animals Committee and in particular the Plants Committee provided an important contribution to both the Strategic Vision and the Action Plan.
3. This document contains two annexes:
 - Annex 1: Strategic Vision through 2005
 - Annex 2: Action Plan.
4. It is proposed that the Conference of the Parties adopt the documents concerned and instruct the Secretariat to give them as wide a distribution as possible.
5. It is further proposed that the Conference of the Parties agree to maintain the Strategic Plan Working Group as a working group of the Standing Committee to be responsible for monitoring the implementation of the Strategic Vision and for regularly adapting the Action Plan.

STRATEGIC VISION THROUGH 2005

Purpose

TO ENSURE THAT NO SPECIES OF WILD FAUNA OR FLORA BECOMES OR REMAINS SUBJECT TO UNSUSTAINABLE EXPLOITATION BECAUSE OF INTERNATIONAL TRADE

The purpose of the Strategic Plan is to improve the working of the Convention so that international trade in wild fauna and flora is increasingly and consistently conducted at sustainable levels. Where uncertainty remains as to whether trade is sustainable, the precautionary principle will prevail as the ultimate safeguard. However, a successful outcome of the implementation of the Strategic Plan will be reducing the requirement to bring the precautionary principle into play. The Strategic Plan confirms the recognition by the Parties that sustainable trade in wild fauna and flora can make a major contribution to securing the broader and not incompatible objectives of sustainable development and biodiversity conservation. However, it also recognizes that the Convention must continue to ensure that proper trade mechanisms are put in place. Such mechanisms depend upon availability of and access to reliable scientific data and to information generated by effective monitoring systems to counter over-exploitation. However, information by itself is not enough. Such trade mechanisms also require strong national capacity backed by good cooperation at national, regional and global levels. To achieve this purpose, seven goals have been identified as the key components of the Strategic Plan. It is important to realize that the successful achievement of Goal 7, allied to Goal 5, will greatly enhance the achievement of Goals 1, 2, 3 and 4. Securing a strong financial basis must therefore be given a major effort, notwithstanding the importance of the other goals.

Introduction

The Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) was signed on 3 March 1973. The Convention resulted from an expression of concern by the 1972 United Nations Conference on the Environment and Development in Stockholm, Sweden concerning the rate at which the world's wild fauna and flora were being threatened by unregulated international trade. Drafts of what became the Washington Convention or CITES were sent to governments by the World Conservation Union (IUCN) in 1967, 1969 and 1971. The final draft, after review by governments, General Agreement on Tariffs and Trade (GATT), Food and Agricultural Organization (FAO) and others, was discussed at a Plenipotentiary Conference in Washington, DC, United States of America. At its conclusion, twenty-one of the eighty countries represented at the Conference signed the Convention. Requiring ten countries to ratify, the Convention entered into force on 1 July 1975.

In the intervening twenty-five years, the number of countries that have acceded to the Convention has continued to increase. With more than 140 Parties, CITES is regarded widely as one of the most important legal international conservation instruments. During this period, the Conference of the Parties has shown itself to be capable of adapting to changing circumstances and, through Conference Resolutions, has demonstrated an ability to construct practical solutions to increasingly complex wildlife trade problems. For example, the Parties have adopted "ranching" and other control techniques such as annual quotas for managing the harvesting of some Appendix I-listed species at levels that do not threaten their conservation status. In 1994 the Conference of the Parties identified the information requirements necessary to extend the ranching concept for specific application to marine turtles.

More recently, proposals to amend the appendices to the Convention have become increasingly complex and sensitive. As a result, the 8th meeting of the Conference of the Parties (Kyoto, 1992) initiated a process to review the "Bern Criteria" that had been in place since 1976 and were proving to be too general and inadequate. This resulted in the adoption of new and more objective, scientifically based criteria to guide amendments to Appendices I and II. In adopting the new criteria, the Parties recognized the increasing acceptance, by the international community, to apply the precautionary principle to the decision-making process. Accordingly, its application is embraced in considerations involving the transfer of species from Appendix I to Appendix II. When the new criteria were adopted in 1994, the Parties, as an expression of the need for a flexible approach to CITES implementation, agreed to incorporate a

review process into the new criteria. This process has commenced, and will strengthen further the scientific basis of the decision-making process for amending the appendices to the Convention.

With this Strategic Plan, the Conference of the Parties to the Convention has mapped the Convention's direction as it enters the new millennium. The plan forms the basis for the Convention's participation in the wider international nature conservation arena as developed since the 1992 Earth Summit in Rio de Janeiro and includes issues such as:

- stewardship of natural resources and their use at sustainable levels;
- safeguarding of wildlife as integral to the global ecosystem on which all life depends;
- need for deeper understanding of the cultural and economic issues at play in producer and consumer countries; and
- wider involvement of civic society in the development of conservation policies and practices.

Strategic Plan

This Plan presents the Convention's Strategic vision as it enters the new millennium. It clearly focuses on a limited number of priority goals and objectives deemed critical to meeting the Convention's purpose to ensure that no species of wild fauna or flora becomes or remains subject to unsustainable exploitation because of international trade. If actively pursued, this Plan will bring the Convention's purpose closer to reality by the year 2005.

GOAL 1: ENHANCE THE ABILITY OF EACH PARTY TO IMPLEMENT THE CONVENTION

The effectiveness of the Convention depends on a coordinated process of implementation that guarantees, in the long term, the achievement by all Parties of the Convention's purpose and objectives outlined in this Strategic Plan. The need for a coordinated process has grown as the Convention faces up to trade issues involving species that often fall beyond the direct reach of the management and scientific authorities. Also, it is recognized that for trade to be responsible and based on sustainable use, social and economic incentives are needed to bring local communities and local authorities into partnership with government under an appropriate legislative, policy and financial framework.

Therefore enhanced ability at the national level means improving the following:

- organizational capacity and cooperation;
- policy formulation;
- community, local authority and Government partnerships;
- direct benefit and revenue derivation;
- information on which decisions are based;
- national legislation and law enforcement capability; and
- better accessibility and understandings of the Convention's requirements.

These improvements, in turn, should enable better management of wild animals and plants, and thus reduce the need to include species in CITES appendix listings. It is also important to consider the potential of regional coordination and collaboration for national capacity building efforts. However, strong national and regional participation in the deliberations and implementation of the Convention can only be fully effective if the three working languages are given proper respect and equity.

Objective 1.1

To assist in the development of appropriate domestic legislation and policies that encourage the adoption and implementation of social and economic incentives allied to legal instruments that:

- Promote and regulate sustainable management of wild fauna and flora
- Promote and regulate responsible trade in wild fauna and flora
- Promote the effective enforcement of the Convention.

Objective 1.2

To strengthen the administrative, management and scientific capacity of Parties by improving the coordination between management and scientific authorities with other national agencies responsible for wild animals and plants.

Objective 1.3

To strengthen the enforcement capacity of the Parties and to improve coordination among Management Authorities and other agencies (e.g. Police, Customs and veterinary and phytosanitary services).

Objective 1.4

To facilitate development and use of appropriate technologies and information management systems that enhance and expedite the collection, submission and exchange of accurate information.

Objective 1.5

To encourage organizations capable of supporting the Convention to assist the Secretariat and Parties in building national information management capacities through training and other activities, and to facilitate improved access to and management of databases.

Objective 1.6

To ensure that all Parties have at least one designated Scientific Authority with experts in wild fauna and flora.

Objective 1.7

To improve the coordination between CITES Management and Scientific Authorities, and increase the effectiveness of the latter.

Objective 1.8

To encourage Parties to develop and implement effective management programs for the conservation and recovery of species, such that the species no longer satisfy the criteria for inclusion in the appendices.

Objective 1.9

To encourage the proper funding for CITES implementation and enforcement by Parties, including the adoption of national mechanisms that have resource users make a greater contribution to such funding.

Objective 1.10

To fully use the potential of regional coordination and collaboration in capacity building efforts.

Objective 1.11

To review and simplify, where possible, existing measures, procedures, mechanisms, and recommendations for the implementation of the Convention.

Objective 1.12

To ensure equity of the three working languages.

GOAL 2: STRENGTHEN THE SCIENTIFIC BASIS OF THE DECISION-MAKING PROCESSES

The work associated with effective implementation of the Convention entails not only the efficient conduct of business at meetings of the Conference of the Parties and its Committees, but also, and perhaps more importantly, the day-to-day implementation activities of Parties. While other factors may come into play in these arenas, they do not override the need for sound, science-based decisions in all areas of the Convention's application and at all levels of its implementation. Increasingly, the Conference of the Parties is required to address and resolve difficult, complex scientific, trade and management issues involving species that are economically important resources. It is vital to ensure that the Convention's appendices correctly reflect the conservation and management needs of species, and that decisions regarding the Appendices are grounded in sound scientific information. This view was reaffirmed by the ninth meeting of the Conference of the Parties (Fort Lauderdale, 1994) with the adoption of new criteria for amending Appendices I and II. In this regard, sound scientific activities and practical follow-up action to enhance the conservation and recovery of taxa included in the Appendices are vital elements if the Convention is to be implemented effectively. Within the context of the requirement for non-detriment findings, the Convention is grounded in sound biological principles.

Continued strengthening of the treaty's scientific basis is critical to the continued success of the Convention and its relevance as a major international instrument to ensure that wild animals and plants subject to international trade are used at levels that are sustainable by the wild populations. Vital to this goal is an enhancement of the ability of Scientific Authorities to make the necessary scientific findings and fulfill their other scientific obligations under the Convention.

Objective 2.1

To ensure that the Convention's appendices correctly reflect the conservation and management needs of species.

Objective 2.2

To ensure that decisions to amend the Convention's appendices are founded on sound and relevant scientific information that addresses agreed biological and trade criteria for such amendments.

Objective 2.3

To improve the scientific basis by which Scientific Authorities make non-detriment findings.

Objective 2.4

To develop innovative technologies and encourage relevant research, including research into CITES implementation and enforcement, and to pursue these objectives, where appropriate, at the regional level.

GOAL 3: CONTRIBUTE TO THE REDUCTION AND ULTIMATE ELIMINATION OF ILLEGAL TRADE IN WILD FAUNA AND FLORA

The illegal trade in wild animals and plants is a major factor in the depletion of the world's natural resources in exchange for commercial gain. It undermines the conservation efforts of developing countries, affects the income of rural populations and has driven several species to the brink of extinction.

All countries, whether they are consumers or producers of wild animals and plants, share responsibility to reduce and eventually eliminate illegal trade in wildlife. Successful achievement of this responsibility entails coordination and cooperation at all levels—local, national, regional, and global. Experience has shown that CITES enforcement would greatly benefit from a higher degree of coordination among the authorities and enforcement agencies within Parties. Heightened local awareness of and involvement in wildlife protection activities can further national efforts in combating illegal trade. Also, heightened awareness of and understanding by the Judiciary of their potential role in deterring illegal activities relating to wild fauna and flora would further strengthen a Party's effort to stem illegal trade. Enforcement of the Convention is primarily a matter of national competence, but bilateral, regional and global cooperation is elementary in effectively combating illegal international trade. As for a number of other CITES goals, the need for regional cooperation to combat wildlife crime is clearly essential. CITES implementation and enforcement depends to a large degree on efficient border and trade controls. The involvement of the WCO and ICPO-Interpol in enforcement questions is critical.

Objective 3.1

To promote a high degree of cooperation, coordination and collaboration between national and international law enforcement agencies.

Objective 3.2

To stimulate and participate in bilateral, regional and global efforts to combat illegal trade in wild fauna and flora.

Objective 3.3

To encourage mutual technical assistance, including the exchange of information, in enforcement matters.

Objective 3.4

To develop appropriate management strategies and incentives for promoting a change from illegal to legal use of wild fauna and flora.

Objective 3.5

To promote awareness of CITES issues and a greater understanding by the judiciary of the social and economic significance of conservation threats posed by illegal trade in wild fauna and flora.

GOAL 4: PROMOTE GREATER UNDERSTANDING OF THE CONVENTION

To ensure better implementation of CITES, public support and participation must be enhanced through continuous educational processes that recognize not only the existence of the Convention but also its beneficial contribution to conservation through sustainable trade management. Involvement of local communities, NGO's, relevant trade associations, the scientific community, media, and the general public is essential to heighten an understanding of the Convention. Efforts are necessary, at the regional, national, and international level to provide and disseminate accurate information about the aims and function of the Convention in order to strengthen awareness and improve its implementation. Special attention also needs to be given to public understanding of issues relating to plants.

Objective 4.1

To strengthen communication and collaboration with national and international NGO's.

Objective 4.2

To strengthen alliances with relevant local communities, consumer groups, and traders.

Objective 4.3

To promote greater awareness by and cooperation with the scientific community.

Objective 4.4

To produce and disseminate informative materials to a broad public at a local, national, and regional level.

Objective 4.5

To improve communication and collaboration with the media.

Objective 4.6

To strengthen knowledge, promote awareness and facilitate enforcement of flora issues in CITES.

GOAL 5: INCREASE CO-OPERATION AND CONCLUDE STRATEGIC ALLIANCES WITH INTERNATIONAL STAKEHOLDERS

The Convention states that the United Nations Environment Programme (UNEP) shall provide a Secretariat. Therefore, the maintenance of an optimal working relationship with UNEP is critical for the proper administration of the Convention. Additionally, the Governing Council of UNEP, at its 20th session (Nairobi 1999) has noted the importance of promoting interlinkages among multilateral environmental conventions and international processes in an effort to better focus international policy-making. It calls upon parties to give due consideration to ways and means to strengthen coherent interlinkages among relevant conventions. Numerous linkages also exist between the aims of CITES and those of other multilateral environmental agreements. Specifically, the missions of CBD and CITES are closely related, thus necessitating a high degree of cooperation and synergy. Cooperation and coordination with species management conventions and agreements are equally important. A number of international organizations such as IUCN and WCMC have a wealth of scientific and technical information at their disposal and continue to increase this knowledge through research programs as well as the update and maintenance of extensive databases. Again, close cooperation with those organizations is essential for an efficient distribution of responsibilities.

Finally, as CITES mainly achieves its conservation objectives through trade measures, it is important to ensure the continuing recognition and acceptance of CITES measures by GATT/WTO, and to ensure the "mutual supportiveness" of the decision-making processes between these bodies.

Objective 5.1

To ensure an optimal working relationship with UNEP, as well as close coordination and synergy with the CBD and other relevant multilateral environmental agreements.

Objective 5.2

To ensure close cooperation and coordination with related conventions, agreements, and associations.

Objective 5.3

To ensure greater coordination of scientific and technical programs and, where appropriate, more efficient distribution of responsibilities with relevant technical partners such as IUCN, WCMC, TRAFFIC and others.

Objective 5.4

To ensure continuing recognition and acceptance of CITES measures by GATT/WTO and to ensure the "mutual supportiveness" of the decision-making processes between these bodies.

GOAL 6: PROGRESS TOWARD FULL GLOBAL MEMBERSHIP

In order for the Convention to achieve its mission, as many countries as possible that are engaged in trade of wild animals and plants should become Parties. Although membership has grown steadily to more than 140 Parties, there are still countries that have not yet become CITES Party members.

The 1983 Gaborone amendment to Article XXI of the Convention envisions accession to the Convention of regional economic integration organizations to which Parties have transferred competence in areas of CITES implementation. To bring such organizations within the Convention, ratification of the amendment should progress.

Objective 6.1

To secure at least 20 more Parties to the Convention by 2005 with a special focus on range countries of species subject to significant trade and important consumer countries of wild plants and animals, as well as countries located in regions with relatively low representation.

Objective 6.2

To encourage ratification of the 1983 Amendment to Article XXI of the Convention and the subsequent accession by eligible regional economic integration organizations.

GOAL 7: PROVIDE THE CONVENTION WITH AN IMPROVED AND SECURE FINANCIAL AND ADMINISTRATIVE BASIS

Successful implementation and enforcement of the Convention requires an appropriate level of funding, as well as efficient fiscal management and a strong and professional Convention Secretariat. In addition to adequate support at the national level, there is continuing financial need to meet the requirements of operational effectiveness of the Convention, as well as to provide a platform for international coordination and cooperation it is required to provide. Present funding barely covers the Convention's primary expenditures. Programme expenditure on capacity building, scientific research and other projects in support of the aims of the Convention largely depend on voluntary contributions by donors. This financial support is welcome, but if CITES is to continue to play a major role in species conservation, a more stable flow of financial resources is required.

Objective 7.1

To resolve the problem of late and inadequate contributions to the CITES Trust Fund.

Objective 7.2

To ensure that the decisions of the Conference of the Parties take full account of financial implications for the CITES Trust Fund.

Objective 7.3

To secure additional funding for actions under the Convention.

Objective 7.4

To encourage additional voluntary contributions and to seek new ways of securing financial assistance from the donor community.

Objective 7.5

To increase the level of realistic planning and forecasting, and to improve financial and implementation reporting.

Delivering the Strategic Plan through the Action Plan

This Strategic Plan presents a cogent overview of the specific aims of the Convention through 2005. It outlines 7 specific goals to meet the Convention's mission, and identifies specific objectives to be achieved to meet those goals. Once adopted, this broad framework is designed to provide a unified focus to the Parties in their implementation of the Convention, and as guidance to the Conference of the Parties, its committees, and the Secretariat.

The Strategic Plan also serves as an effective outreach and educational tool to provide a context for the Convention to others. It should be recognized that for the strategic planning process to successfully contribute to the achievement of the Convention objectives, that process must be able to respond to an ever-changing world. The Strategic Plan is not a static document. Therefore, the Parties must continue to evaluate progress toward these goals, and modify the Strategic Plan over time.

Measurable performance indicators should be established for each of the 7 major goals to help identify progress toward their successful implementation.

While the Strategic Plan presents an effective framework to focus the Convention through 2005, delivery of that framework requires detailed actions by the Parties, the Secretariat and the three Permanent Committees at the Conference of the Parties. In order to focus these actions and coordinate their implementation, an Action Plan has been prepared. The Action Plan consists of a matrix of action items by responsible entities to indicate what must be done and by whom to help achieve each objective.

As action points are successfully completed, progress toward achievement of the objective must be evaluated and the Action Plan modified accordingly, with the addition or deletion of action points as required.

Procedures should be developed for periodic review and evaluation of ongoing progress toward completion and revision of the Action Plan, for review of the status of the goal performance indicators, and to evaluate the subsequent achievement of the goals of the Strategic Plan. Between meetings of the Conference of the Parties, this responsibility should be assigned as a responsibility of the Standing Committee.

Glossary of terms

CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
FAO	Food and Agricultural Organization
GATT	General Agreement on Tariffs and Trade
IATA	International Air Transport Association
ICPO-Interpol	International Criminal Police Organization: Interpol
IUCN	World Conservation Union
MEA	Multilateral environmental agreements
UNEP	United Nations Environment Programme
WCMC	World Conservation Monitoring Centre
WCO	World Customs Organization

ACTION PLAN

The goals and objectives laid down in the Strategic Plan determine the pathway that must be followed. To move along that pathway requires actions and these have been set out in this Action Plan.

Action points		Action by
GOAL 1: ENHANCE THE ABILITY OF EACH PARTY TO IMPLEMENT THE CONVENTION		
Objective 1.1		
To assist in the development of appropriate domestic legislation and policies that encourage the adoption and implementation of social and economic incentives allied to legal instruments that:		
<ul style="list-style-type: none"> – Promote and regulate sustainable management of wild fauna and flora – Promote and regulate responsible trade in wild fauna and flora – Promote the effective enforcement of the convention. 		
1.1.1	Develop templates of best practice policy and legislative provisions, including several forms recognising differences in language/culture/legal system.	Secretariat
1.1.2	Develop a planning guide to policy and legislation provisions, including a scientific basis for decision making which is woven into the legislation (to enhance capacity building).	Secretariat
1.1.3	Exchange of experience on provisions that work well or not well.	Parties, Secretariat
1.1.4	Ensure adequate review and adoption of policies and legislation (e.g. land tenure; access to natural resources; harvesting; transporting, handling and housing of live specimens; and effective seizures, fines and penalties) which may be having a significant impact on the conservation status of species or implementation of the convention.	Parties, Secretariat, Animals Committee
1.1.5	Enhance compliance with implementation of recommendations and decisions of the Conference of the Parties.	Parties, Secretariat
1.1.6	Develop further regulations to prevent unnecessary loss during catching, storage, and transportation of live animals.	Parties, Secretariat, Animals Committee
Objective 1.2		
To strengthen the administrative, management and scientific capacity of Parties by improving the coordination between management and scientific authorities with other national agencies responsible for wild animals and plants.		
1.2.1	Convene regional and within-Party workshops to identify functional roles and train all levels of administration and related agencies	Parties, Secretariat
1.2.2	Develop a national directory of government officials responsible for CITES issues	Parties
1.2.3	Improve co-ordination between Scientific Authorities and other agencies (e.g. universities, museums) to maximise transfer of knowledge and skills.	Scientific Authorities, Secretariat

Action points		Action by
1.2.4	Collate and make accessible lists of specialists (national and regional).	Scientific and Management Authorities
Objective 1.3		
To strengthen the enforcement capacity of the Parties and to improve coordination among Management Authorities and other agencies (e.g. Police, Customs and veterinary and phytosanitary services).		
1.3.1	Convene regional and within-Party workshops to identify functional roles and train all levels of administration and related agencies responsible for CITES enforcement.	Parties, Secretariat
1.3.2	Produce modular procedural manuals pertaining to enforcement that can be customized for national and regional differences.	Parties, Secretariat
1.3.3	Develop a national directory of government officials responsible for CITES enforcement issues.	Parties
1.3.4	Collate and make accessible lists of taxonomic, forensic, and identification experts.	Scientific and Management Authorities
1.3.5	Identify focal points in agencies (e.g. police, customs, veterinary and phytosanitary services) responsible for assisting CITES enforcement.	Parties
1.3.6	Provide training for staffs of enforcement agencies, and improve the distribution of existing outreach tools for enforcement purposes.	Parties
Objective 1.4		
To facilitate development and use of appropriate technologies and information management systems that enhance and expedite the collection, submission and exchange of accurate information.		
1.4.1	On the basis of information from Parties, evaluate needs, capabilities, and opportunities as related to information technologies and management.	Secretariat, with three permanent Committees
1.4.2	Encourage use of technology such as the internet and CD-ROM for data and information exchange and training.	Secretariat, Parties
1.4.3	Develop and implement an information management strategy and training programmes based on 1.4.1 and 1.4.2.	Secretariat, Parties
1.4.4	Develop a simple guide to the significant trade.	Secretariat, Animals and Plants Committees
1.4.5	Develop and enhance data bases that include information related to species in trade, CITES decisions and procedures.	Secretariat, Animals and Plants Committees
Objective 1.5		
To encourage organizations capable of supporting the Convention to assist the Secretariat and Parties in building national information management capacities through training and other activities, and to facilitate improved access to and management of databases.		
1.5.1	On the basis of information from parties, evaluate national capacity and training needs.	Secretariat
1.5.2	Identify organizations with potential for assisting in training and capacity building.	Secretariat

Action points		Action by
1.5.3	Develop a list of available databases and information sources consistent with Objective 1.4.	Secretariat
1.5.4	Make relevant data bases user-friendly.	Secretariat
1.5.5	Enhance compliance with implementation of recommendations and decisions of the Conference of the Parties.	Parties, Secretariat
Objective 1.6		
To ensure that all Parties have at least one designated Scientific Authority with experts in wild fauna and flora.		
1.6.1	Advise and assist Parties in exploring options and models for establishing Scientific Authorities.	Secretariat
1.6.2	Pursue on a regular basis progress toward the designation of Scientific Authorities for all Parties.	Secretariat
Objective 1.7		
To improve the coordination between CITES Management and Scientific Authorities, and increase the effectiveness of the latter.		
1.7.1	Develop a manual specifying the obligations and procedures of the Scientific Authorities in order to encourage the development of specific training courses for the Scientific Authorities	Secretariat with Animals and Plants Committees
1.7.2	Develop regional directories that list the botanists and zoologists in each region who are experts in CITES-listed species	Plants Committee, Animals Committee
1.7.3	Communicate to the Parties the importance and advisability of including plants experts within the structure of the Scientific Authorities	Plants Committee
1.7.4	Facilitate workshops and training programs in issuance of nondetriment findings	Secretariat
1.7.5	Ensure that Management Authorities consult with scientific Authorities on all permits to be issued that require Scientific Authority findings, and those findings are independent and cannot be overridden	Parties
Objective 1.8		
To encourage Parties to develop and implement effective management programs for the conservation and recovery of species, such that the species no longer satisfy the criteria for inclusion in the appendices.		
1.8.1	Share experience gained by different countries in conservation, management and the recovery of species with other countries	Parties, Secretariat
1.8.2	Promote establishment of effective programs for species' conservation, management and recovery	Parties, Secretariat
1.8.3	Establish national and regional networked rescue centres for animals and plants	Parties
1.8.4	Develop and incorporate scientific baselines in management plans for traded Appendix II species, designed to ensure that any trade is sustainable.	Parties
1.8.5	Report biennially on progress related to this objective	Parties, Secretariat

Action points		Action by
Objective 1.9		
To encourage the proper funding for CITES implementation and enforcement by Parties, including the adoption of national mechanisms that have resource users make a greater contribution to such funding.		
1.9.1	On the basis of information from Parties, evaluate existing mechanisms for obtaining funds from resource users for conservation benefit, and share this information to encourage other Parties to adopt such mechanisms.	Parties, Secretariat
1.9.2	Ensure adequate funding for necessary research and investigation on CITES species.	Parties
Objective 1.10		
To fully use the potential of regional coordination and collaboration in capacity building efforts.		
1.10.1	Identify and make available information on existing regional entities that could be used to assist with information sharing, capacity building, and funding.	Secretariat, Standing Committee
1.10.2	Interact with existing regional networks, organisations, and focal points.	Secretariat, Standing Committee, Parties
1.10.3	Ensure that representatives on all committees are enabled by their governments to carry out their responsibilities	Secretariat, Parties
Objective 1.11		
To review and simplify, where possible, existing measures, procedures, mechanisms, and recommendations for the implementation of the Convention.		
1.11.1	On the basis of information from Parties, identify those measures, procedures and mechanisms that would benefit from review and simplification.	Parties, Secretariat
1.11.2	Make recommendations on possible review, modifications, and consolidations.	Secretariat
1.11.3	Continue consolidation process of resolutions and recommendations as appropriate.	Secretariat
1.11.4	Produce modular procedural manuals for CITES implementation that can be customized for national and regional differences.	Parties, Secretariat
Objective 1.12		
To ensure equity of the three working languages.		
1.12.1	Continue to ensure that all meetings of the permanent committees are interpreted in all three working languages, and endeavor to ensure that all documents are made available in all three working languages.	Parties, Secretariat
1.12.2	Review current translation systems and recommend cost-effective alternatives to improve efficiency and cut costs.	Secretariat
1.12.3	Ensure that the three permanent committees and the Conference of the Parties do not discuss any document not made available in advance in all three languages.	Secretariat, Conference of the Parties

Action points		Action by
GOAL 2: STRENGTHEN THE SCIENTIFIC BASIS OF THE DECISION-MAKING PROCESSES		
Objective 2.1		
To ensure that the Convention's appendices correctly reflect the conservation and management needs of species.		
2.1.1	Ensure periodic review and refinement of the listing criteria to ensure their applicability to broad taxonomic groups, scientific validity, and utility.	Parties
2.1.2	Regularly review the appendices to ensure that listed taxa satisfy the relevant criteria.	Animals and Plants Committees
2.1.3	Continue the significant trade process as initiated by the Parties in Conf. 8.9.	Animals and Plants Committees
2.1.4	Evaluate trade and biological information on currently unlisted species subject to significant international trade to determine if they would qualify for and benefit from CITES listing.	Animals and Plants Committees
Objective 2.2		
To ensure that decisions to amend the Convention's appendices are founded on sound and relevant scientific information that addresses agreed biological and trade criteria for such amendments.		
2.2.1	All proposals to amend the appendices should conform to the relevant criteria.	Parties
2.2.2	Encourage Parties to consult with the Animals and Plants Committees as appropriate to assist in the preparation of proposals to amend the appendices.	Secretariat, Animals and Plants Committees
2.2.3	For identified commodities, develop standardized units of measure for permits, trade analysis and reporting.	Secretariat, Animals and Plants Committees
2.2.4	Encourage the analysis of annual report information in the development of proposals to amend the appendices.	Parties, Secretariat
Objective 2.3		
To improve the scientific basis by which Scientific Authorities make non-detriment findings.		
2.3.1	Develop practical guidance for making non-detriment findings, including a manual and checklist, and samples of non-detriment findings and case studies.	Secretariat with Animals and Plants Committees
2.3.2	Facilitate national and regional training for Scientific Authorities in the issuance of scientifically-based non-detriment findings; include the use of the aforementioned non-detriment guidance.	Secretariat with Animals and Plants Committees
2.3.3	Ensure that the necessary scientific information is taken into consideration when making non-detriment findings (e.g., life history, ecological adaptability, distribution, abundance, population trends, and management programme)	Parties
2.3.4	Ensure that management plans involve periodic research, monitoring, testing, evaluation, and opportunities for improvement (including adaptive management).	Parties

Action points		Action by
2.3.5	Provide opportunities for Scientific Authorities to exchange information and data (e.g., sharing of non-detriment findings; sharing of data, management plans and case studies; postings to a web site; and communication through listserve).	Parties, Secretariat, Animals and Plants Committees
Objective 2.4		
To develop innovative technologies and encourage relevant research, including research into CITES implementation and enforcement, and to pursue these objectives, where appropriate, at the regional level.		
2.4.1	In collaboration with enforcement agencies, identify the needs for and potential benefits of innovative technologies.	Secretariat, Animals and Plants Committees, Parties
2.4.2	In collaboration with Parties, international agencies, and relevant research entities, identify the available technologies (e.g., digital technology, microchips, barcodes, holograms, DNA tests) relevant to assisting the better implementation of the convention.	Secretariat, Animals and Plants Committees
2.4.3	Encourage the adoption and use of such technologies in CITES processes and procedures (e.g., licensing, verification, enforcement, communication).	Secretariat, Parties
2.4.4	Develop with relevant institutions collaborative research projects for testing the appropriateness of new and forthcoming technologies.	Secretariat, Animals and Plants Committees
2.4.5	Assess progress on a regional basis.	Standing, Animals and Plants Committees
GOAL 3: CONTRIBUTE TO THE REDUCTION AND ULTIMATE ELIMINATION OF ILLEGAL TRADE IN WILD FAUNA AND FLORA		
Objective 3.1		
To promote a high degree of cooperation, coordination and collaboration between national and international law enforcement agencies.		
3.1.1	Establish, communicate and agree on international priorities for enforcement.	Parties, Secretariat
3.1.2	Encourage each enforcement agency to identify suitable contacts for WCO, Interpol, and other relevant international enforcement entities.	Parties
3.1.3	Share information on illegal trade, seizures and ongoing investigations with other relevant Parties.	Parties
3.1.4	Liaison with Interpol and WCO Working Groups on Environmental Crime.	Parties, Secretariat
Objective 3.2		
To stimulate and participate in bilateral, regional and global efforts to combat illegal trade in wild fauna and flora.		
3.2.1	Develop and expand effective regional co-operative efforts, particularly among countries with common borders.	Parties, Secretariat
3.2.2	Initiate and expand regional enforcement contact networks	Parties
3.2.3	Convene regional enforcement training workshops	Parties, Secretariat
3.2.4	Facilitate exchange of intelligence information.	Parties, Secretariat

Action points		Action by
3.2.5	Formally recognize and award exemplary enforcement actions.	Parties, Secretariat
Objective 3.3		
To encourage mutual technical assistance, including the exchange of information, in enforcement matters.		
3.3.1	Encourage enforcement agencies to share technology (e.g., forensic).	Parties
3.3.2	Collaborate in the production of pertinent identification materials.	Parties, Secretariat
3.3.3	Promote development of new technologies for the identification of specimens in trade.	Parties, Secretariat
Objective 3.4		
To develop appropriate management strategies and incentives for promoting a change from illegal to legal use of wild fauna and flora.		
3.4.1	Develop and implement appropriate economic, education, and awareness programs that lead to greater local involvement in wildlife management, and stimulate participation in combating illegal trade within and from producer countries.	Parties
3.4.2	Develop and implement targeted awareness programs that promote voluntary compliance with wildlife trade regulations by user groups in consumer countries.	Parties
3.4.3	On the basis of information from Parties, develop templates of best practice in regard to the strategies and incentives concerned, and encourage Parties to adopt them.	Secretariat
Objective 3.5		
To promote awareness of CITES issues and a greater understanding by the judiciary of the social and economic significance of conservation threats posed by illegal trade in wild fauna and flora.		
3.5.1	Contribute papers and articles to law journals and other publications	Parties, Secretariat
3.5.2	Attend and contribute to legal conferences.	Parties, Secretariat
3.5.3	Provide training and greater awareness for judges and prosecutors.	Parties, Secretariat
3.5.4	Encourage the judiciary to apply more appropriate penalties in dealing with wildlife crime.	Parties, Secretariat
GOAL 4: PROMOTE GREATER UNDERSTANDING OF THE CONVENTION		
Objective 4.1		
To strengthen communication and collaboration with national and international NGOs.		
4.1.1	Recognize the significant contributions of NGOs to the CITES process and encourage greater NGO participation in CITES outreach.	Parties, Secretariat
4.1.2	Encourage Parties to enhance communication and collaboration with local and national NGOs.	Secretariat
4.1.3	Improve availability of CITES information to a broad spectrum of NGOs.	Parties, Secretariat

Action points		Action by
4.1.4	Collaborate with NGOs in public education and outreach campaigns.	Parties, Secretariat
4.1.5	Meet regularly with local and national NGOs.	Parties
4.1.6	Meet regularly with international NGOs.	Secretariat
Objective 4.2		
To strengthen alliances with relevant local communities, consumer groups, and traders.		
4.2.1	Identify audiences to be targeted, and their needs.	Parties, Secretariat
4.2.2	Develop campaigns and materials for the distribution of information to targeted groups, with a specific focus on Appendix II.	Parties, Secretariat
4.2.3	Promote awareness of the impacts of consumption patterns and demands on species conservation.	Parties, Secretariat
4.2.4	Meet regularly with targeted groups and encourage their active participation.	Parties, Secretariat
Objective 4.3		
To promote greater awareness by and cooperation with the scientific community.		
4.3.1	Identify audiences to be targeted within the scientific community (e.g., specialist groups, universities, scientific societies, museums, academic institutions).	Parties, Secretariat
4.3.2	Participate actively at scientific meetings and conferences, and encourage participation in CITES issues by the scientific community	Secretariat, Scientific Authorities, Animals and Plants Committees
4.3.3	Encourage the scientific community to focus their efforts on national CITES priorities.	Parties
Objective 4.4		
To produce and disseminate informative materials to a broad public at a local, national, and regional level.		
4.4.1	Develop information that is culturally and locally relevant, as well as technically accurate.	Parties, Secretariat
Objective 4.5		
To improve communication and collaboration with the media.		
4.5.1	Inform media about the activities of CITES, and its regional and global achievements.	Parties, Secretariat
4.5.2	Identify national media outlets and contacts for dissemination of CITES information.	Parties, Secretariat
4.5.3	Develop factual media packets on relevant CITES issues (e.g., fact sheets, CD-ROM, video).	Parties, Secretariat
Objective 4.6		
To strengthen knowledge, promote awareness and facilitate enforcement of flora issues in CITES.		
4.6.1	Ensure that adequate attention is given to plant conservation in all activities related to the implementation of this Plan.	Parties, Secretariat

Action points		Action by
GOAL 5: INCREASE CO-OPERATION AND CONCLUDE STRATEGIC ALLIANCES WITH INTERNATIONAL STAKEHOLDERS		
Objective 5.1		
To ensure an optimal working relationship with UNEP, as well as close coordination and synergy with the CBD and other relevant multilateral environmental agreements.		
5.1.1	Enhance national liaison between CITES and national MEA focal points.	Parties
5.1.2	Enhance regional and international liaison between CITES and MEA focal points.	Parties, Secretariat
5.1.3	Develop and implement joint projects with other MEAs (e.g., capacity building, trade controls, enforcement, scientific and technical coordination, project development and implementation).	Parties, Secretariat
Objective 5.2		
To ensure close cooperation and coordination with related conventions, agreements, and associations.		
5.2.1	Develop a mechanism to ensure transfer and exchange of information between CITES and relevant conventions, agreements, and associations for species of concern.	Parties, Secretariat
5.2.2	Consider the criteria and decisions of other conventions, agreements, and associations when considering the proposals to amend appendices, draft resolutions, and decisions.	Parties, Secretariat
5.2.3	Encourage other conventions, agreements, and associations to consider the criteria and decisions made by CITES when making their decisions.	Parties, Secretariat
Objective 5.3		
To ensure greater coordination of scientific and technical programs and, where appropriate, more efficient distribution of responsibilities with relevant technical partners such as IUCN, WCMC, TRAFFIC and others.		
5.3.1	Identify responsibilities of relevant technical partners and ensure adequate coordination and mutual awareness of work programmes to avoid duplication.	Parties, Secretariat
5.3.2	Develop mechanisms to disseminate information to Parties on actions of relevant technical partners and furtherance of the Convention.	Secretariat
5.3.3	Inform Secretariat of Parties' projects with technical partners.	Parties
Objective 5.4		
To ensure continuing recognition and acceptance of CITES measures by GATT/WTO and to ensure the "mutual supportiveness" of the decision-making processes between these bodies.		
5.4.1	Enhance national liaison between CITES and GATT/WTO focal points.	Parties
5.4.2	Enhance regional and international liaison between CITES and GATT/WTO.	Secretariat

Action points		Action by
GOAL 6: PROGRESS TOWARD FULL GLOBAL MEMBERSHIP		
Objective 6.1		
To secure at least 20 more Parties to the Convention by 2005 with a special focus on range countries of species subject to significant trade and important consumer countries of wild plants and animals, as well as countries located in regions with relatively low representation.		
6.1.1	Identify priority non-Party countries and pursue their accession.	Secretariat
6.1.2	Engage in bilateral discussions with non-Parties to encourage their accession and adoption of appropriate implementing legislation.	Parties, Secretariat
Objective 6.2		
To encourage ratification of the 1983 Amendment to Article XXI of the Convention and the subsequent accession by eligible regional economic integration organizations.		
6.2.1	Identify which additional countries are needed to ratify the 1983 Amendment to Article XXI, so that it can enter into force.	Secretariat
6.2.2	Meet with appropriate officials of those countries.	Secretariat, relevant Parties
GOAL 7: PROVIDE THE CONVENTION WITH AN IMPROVED AND SECURE FINANCIAL AND ADMINISTRATIVE BASIS		
Objective 7.1		
To resolve the problem of late and inadequate contributions to the CITES Trust Fund.		
7.1.1	Analyze budgeting process of the Secretariat in context of budgeting and financial management of different countries and pursue appropriate remedies (e.g., computation of financial year, dealing with currency conversion).	Standing Committee, Secretariat
7.1.2	Encourage Parties to pay their contributions in a timely manner.	Secretariat
7.1.3	Recommend incentives and remedies to ensure payment of contributions.	Standing Committee, Secretariat
Objective 7.2		
To ensure that the decisions of the Conference of the Parties take full account of financial implications for the CITES Trust Fund.		
7.2.1	Ensure that the work programmes of meetings of the Conference of the Parties are designed to consider the financial implications of all decisions prior to adopting a final budget.	Parties, Secretariat
7.2.2	Comply with relevant resolutions requesting budgetary implications when presenting proposals and resolutions to the Conference of the Parties.	Parties, Secretariat
7.2.3	Evaluate the budgetary implications for the Trust Fund and potential for donor funding for proposals with substantive impact, prior to adoption of such proposals.	Conference of the Parties
7.2.4	In the budget process, identify priorities for projects and actions under the Trust Fund, and priorities and actions that are priorities for donor funding.	Conference of the Parties

Action points		Action by
Objective 7.3		
To secure additional funding for actions under the Convention.		
7.3.1	Establish a fundraising strategy.	Parties, Secretariat
7.3.2	Create a position within the Secretariat that focuses on acquisition of funding	Parties, Secretariat
7.3.3	Encourage development of new funding mechanisms.	Parties, Secretariat
7.3.4	Encourage additional voluntary contributions.	Parties, Secretariat
7.3.5	Enhance fundraising efforts with foundations and cooperations.	Parties, Secretariat
7.3.6	Establish funding mechanisms that access funding from resource users in importing and exporting countries.	Parties, Secretariat, Standing Committee
7.3.7	Develop a marketing strategy for the Convention.	Secretariat
Objective 7.4		
To encourage additional voluntary contributions and to seek new ways of securing financial assistance from the donor community.		
7.4.1	Initiate dialog through UNEP to explore mechanisms for accessing GEF funding for CITES priorities.	Parties, Secretariat
7.4.2	Establish a fundraising strategy linking with the strategy in 7.3.	Parties, Secretariat
Objective 7.5		
To increase the level of realistic planning and forecasting, and to improve financial and implementation reporting.		
7.5.1	Analyze the current budget and planning process to improve forecasting.	Parties, Secretariat
7.5.2	Explore opportunities for refining budget process and presentation to maximise efficiency and transparency, leading to improved reporting, decision-making, and accountability.	Parties, Secretariat, Standing Committee
7.5.3	Ensure that all meetings of the Standing Committee include meetings of the Finance Subcommittee.	Standing Committee