

**DRAFT ELEMENTS FOR THE LONG-TERM STRATEGIC FRAMEWORK FOR CAPACITY
DEVELOPMENT TO SUPPORT IMPLEMENTATION OF THE POST-2020 GLOBAL
BIODIVERSITY FRAMEWORK**

I. BACKGROUND

1. In its decisions [XIII/23](#) and [14/24](#), the Conference of the Parties to the Convention on Biological Diversity (CBD), requested the Executive Secretary to prepare a long-term strategic framework for capacity-building beyond 2020, ensuring its alignment with the draft post-2020 Global Biodiversity Framework, the 2030 Agenda for Sustainable Development and the capacity-building work of the Cartagena and the Nagoya Protocols. As part of the process, the Executive Secretary was requested to, among other activities, commission a study to provide the knowledge base for the preparation of the long-term strategic framework, develop draft elements of the framework, organize consultative workshops and online discussion fora to discuss the draft elements and submit the draft long-term strategic framework for consideration by the Subsidiary Body on Implementation at its third meeting and the Conference of the Parties at its fifteenth meeting. The governing bodies of the Cartagena Protocol and the Nagoya Protocol welcomed the process, in decisions [CP-9/3](#) and [NP-3/5 B](#) respectively, invited Parties and relevant stakeholders and bodies under the Protocols to contribute to the process, and also requested the Executive Secretary to submit the draft for consideration at their next meetings.

2. Pursuant to the above decisions, the Executive Secretary has, with support of a consultant, prepared the present draft elements for the long-term strategic framework for capacity development intended to support implementation of the post-2020 Global Biodiversity Framework. The draft elements take into account the findings of the study commissioned to provide an information base (conducted by UNEP-WCMC with funding from the European Union), the submissions from Parties, other governments and relevant organizations, the views expressed during the regional consultations on the post-2020 Global Biodiversity Framework held in 2019, the meetings of the Liaison Group on the Cartagena Protocol on Biosafety¹ and the Informal Advisory Committee on Capacity-building for the Implementation of the Nagoya Protocol² and the thematic consultation on capacity-building and technical and scientific cooperation for the post-2020 Global Biodiversity Framework held 1-2 March 2020 in Rome, Italy.

3. The draft elements also take into consideration and draws on lessons from the capacity development work of several other multilateral-environmental agreements processes and organizations. A complete list will be included in an information document that will be made available at SBI 3³.

4. The draft elements for the long-term strategic framework for capacity development are organized as follows: section II describes the purpose of the framework and meaning and scope of capacity

¹ The [Liaison Group](#), pursuant to decision CP-9/3, considered the process towards the development of the draft long-term strategic framework and provided input. It also contributed to the development of a draft capacity-building action plan for implementation of the Cartagena Protocol and its Supplementary Protocol (2021-2030) that is to be aligned with the draft post-2020 Implementation Plan for the Cartagena Protocol on Biosafety and will be complementary to the long-term strategic framework.

² The Informal Advisory Group considered an evaluation of the strategic framework for capacity-building and development to support the effective implementation of the Protocol to be considered by the Subsidiary Body at its third meeting with a view to ensuring an effective approach to capacity-building under the Nagoya Protocol that is consistent with the long-term strategic framework and the post-2020 Global Biodiversity Framework.

³ Seven of the eight biodiversity-related conventions ([CBD](#), [CITES](#), [CMS](#), [IPPC](#), [ITPGRFA](#), [Ramsar](#) and [WHC](#)) have developed or are in the process of developing a capacity development strategy, framework or action plan. The Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES) also adopted a [Capacity-building Rolling Plan](#).

development; section III presents the overall vision and theory of change along with examples of high-level capacity results; section IV presents guiding principles and approaches for effective capacity development; section V proposes key strategies for improving capacity development; and finally, section VI outlines mechanisms to help put the elements into action.

II. INTRODUCTION

A. Purpose of the framework

5. The purpose of the strategic framework is to guide the capacity development efforts of government and non-government actors in support of the implementation of the post-2020 Global Biodiversity Framework. Achieving the ambitious mission, goals and targets of the post-2020 framework would require putting in place effective means of implementation, including capacity development. To catalyse and galvanize transformative action, it is necessary for government and non-government actors⁴ at various levels, from national to subnational to local levels, to have the requisite capacities, tools and resources.

6. The study carried out by UNEP-WCMC noted that capacity development efforts, especially in developing countries, have been limited, fragmented, undertaken in silos through externally funded short-term projects and without a strong enabling environment to bring about the desired changes in a sustainable manner. In many countries, capacity-building interventions are often implemented through different projects in ad hoc manner and not as part of a coherent capacity development programme or strategy.

7. The strategic framework seeks to establish a common conceptual understanding of capacity development and provide strategic guidance to improve capacity development actions in support of the post-2020 Global Biodiversity Framework based on recognised best practices and lessons learned. Application of the framework would help to ensure that government and non-government actors design, deliver, monitor and evaluate capacity development actions effectively to achieve sustainable impact.

B. Meaning and scope of capacity development

i. Definitions

8. The term “capacity development” is now widely used by most organizations, including the majority of UN agencies, rather than “capacity building”.⁵ The main difference between the two terms is that capacity building implies starting to build something new from scratch while “capacity development” acknowledges that some capacity already exists as a starting point. It is recommended that moving forward the term capacity development, which is more reflective of the current understanding and good practice, be adopted. This change of language could help to inspire the change in both thinking and action that is needed to bring about a transformational shift in the approach to capacity development.

9. There is no single agreed definition of capacity or capacity development.⁶ For the purpose of this framework, the guiding definition of capacity is “*the ability of government and non-government actors, to*

⁴ In this framework, the term “non-government actors” refers to indigenous peoples and local communities, United Nations organizations and programmes, other multilateral environmental agreements, associations of subnational governments and local authorities, intergovernmental organizations, non-governmental organizations, women and youth groups, business and finance sectors, the scientific community, academia, faith-based organizations, citizens and other relevant stakeholders.

⁵ For example: UNDP *Capacity Development: A UNDP Primer* (2015) available at <https://www.undp.org/content/undp/en/home/librarypage/capacity-building/capacity-development-a-undp-primer.html> (accessed 8.4.2020); and FAO Learning Modules on Capacity Development available at <http://www.fao.org/capacity-development/resources/fao-learning-material/learning-modules/en/> (accessed 8.4.2020); and, the resources cited above

⁶ Building a common understanding of the key capacity development concepts is crucial. It would enable governments to be more selective about the ways in which they develop their capacities and type of capacity building activities they choose to engage in and lead to improved co-ordination.

achieve the set biodiversity-related goals, objectives and targets”. In turn, capacity development is understood as “the process whereby people, organizations and society as a whole, unleash, strengthen, create, adapt and maintain capacity over time, in order to achieve biodiversity results.”⁷

ii. Levels of capacity

10. Capacity exists at different interconnected levels and effective change is dependent on getting the relevant capacity in place at the appropriate level. Many organizations use the three-level delineation: enabling environment, organizational and individual, which is what has been adopted for this framework.

- (a) The **enabling environment level** encompasses the broad system and set of conditions needed for organizations and individuals to function in pursuit of their goals. These may be policies, laws, agreements, conventions, protocols and social norms. It also relates to the political will for change, relationships with external actors and the availability of resources.
- (b) The **organizational level** covers internal structures, processes and procedures, leadership, management systems, and other elements that influence the ability of any government or non-government actor, network or partnership, to operate effectively and achieve their mission.⁸
- (c) The **individual level** is about the knowledge, skills, expertise, attitude and experience of the people within organizations or systems who need capacity to do their work effectively.

11. Understanding the relationship between the above levels is essential for having a comprehensive understanding of capacity within any given system or context. Individuals cannot utilise their capacity if they work in a dysfunctional organization or if they are not provided with the required resources to do their work. On the other hand, organizations may have good policies and systems but will not be able to function effectively without competent skilled staff. Organizations also need an environment that enables their operations, for example, appropriate legal frameworks.

iii. Types of capacity

12. There are two main types of capacity – “hard” capacities and “soft” capacities. Hard capacities include those that are technical, functional, tangible and visible. Soft capacities include the social, relational, intangible and invisible attributes, values, skills and competencies at all levels that influence performance and adaptation. Soft capacities are extremely important but are not often given due consideration. Table 1 below sets out examples of different capacities at each level.

Table 1: Types of capacity at each level

LEVEL ↓	HARD CAPACITY	SOFT CAPACITY
ENABLING ENVIRONMENT	<ul style="list-style-type: none"> Regional and international treaties, conventions, etc. National social and economic policy framework and laws Political systems and strategies 	<ul style="list-style-type: none"> Visionary leadership Political will for change Goodwill for cooperation and collaboration Effective governance
ORGANIZATIONAL	<ul style="list-style-type: none"> Appropriate organizational structures Management systems and procedures Strategic frameworks and action plans Financial and human resources 	<ul style="list-style-type: none"> Organizational mandate and strategies Inspirational organizational culture: values, accountability and trust

⁷ UNDP UNDAF *op cit*

⁸ Tangible resources, such as human, financial and physical resources (including infrastructure, buildings, vehicles, equipment and documentation) can also be considered as the material expression or products of organizational capacity, but they are not capacity in and of themselves

	<ul style="list-style-type: none"> Monitoring and evaluation frameworks Project cycle management 	<ul style="list-style-type: none"> Change management: readiness, adaptability, flexibility, creativity, innovation and entrepreneurship Organizational reputation, credibility Knowledge sharing and continuous learning
INDIVIDUAL	<ul style="list-style-type: none"> Technical awareness, knowledge, skills and expertise Competency to use appropriate methods and tools for designated tasks 	<ul style="list-style-type: none"> Personal values, attitudes, behaviours and ethics Relational skills: negotiation, teamwork, conflict resolution, facilitation, etc. Social and emotional intelligence: confidence motivation, self-esteem Problem solving skills Ability to self-reflect and learn for change Analytical and logical thinking

iv. Sustaining capacity

13. Often capacity development interventions focus on activities, based on the assumption that once the activity has been implemented, capacity is in place and results will automatically follow at multiple levels. But it is now understood that sustainability depends on a more holistic approach that needs consideration not only of capacity development, but also of capacity utilisation and capacity retention. The matrix in the table 2 below gives an overview of how this can be defined at the three levels.

Table 2. Capacity development, utilization and retention⁹

LEVEL ↓	DEVELOPMENT	UTILISATION	RETENTION
ENABLING ENVIRONMENT	Establishment of adequate policies, laws and regulations	Implementation and enforcement of laws and regulations	Review, adaptation and update of policies, laws and regulations
ORGANIZATIONAL	Establishment of efficient structures, processes and procedures	Integration of structures, and operationalization of processes and procedures into daily workflows	Adaptation of structures, processes and procedures Empowerment of skilled individuals as trainers
INDIVIDUAL	Development of adequate required skills, knowledge, competencies and attitudes	Application of skills, knowledge and competencies in the workplace	Nurturing of existing expertise, reduction of staff turnover, facilitation of skills and knowledge transfer within institutions

III. STRATEGIC DIRECTION AND OUTCOMES

A. Overall vision and theory of change

14. The vision of the draft long-term strategic framework is that by 2030 governments and relevant non-government actors have the requisite capacities and are effectively contributing to the achievement of the mission, goals and targets of the post-2020 Global Biodiversity Framework. The overall goal of the

⁹ Source: The Rwanda Public Sector Capacity Building Secretariat (2011), now the Capacity Development and Employment Services Board.

long-term strategic framework is to support the achievement of this vision through improving the coherence, efficiency and effectiveness of capacity development initiatives at all levels. This requires, inter alia, having in place effective learning organizations, staffed with well qualified and motivated individuals, and supported by strong partnerships and learning networks able to deliver high-quality integrated programmes with maximum impact.

15. The draft long-term strategic framework, similar to the post-2020 Global Biodiversity Framework, is underpinned by a theory of change¹⁰ (TOC), which is visualised in Figure 1 below. The purpose of the TOC is to ensure that the assumptions and decisions guiding the strategic framework and how it is implemented are made explicit and reviewed regularly for relevance as contexts and conditions evolve and capacities come into place. It is also intended to aid ongoing reflection and learning to ensure that capacity development is consistently effective and contributing to expected changes.

16. The TOC addresses the need for capacity to deal with the challenges of biodiversity declining globally at rates unprecedented in human history. Capacity is needed at all levels to address these challenges and support transformational change towards realizing the 2050 vision of living in harmony with nature. The aim at impact level is, therefore, the achievement of the five goals of the post-2020 Global Biodiversity Framework and the 2050 vision. The TOC notes important contextual factors such as the fact that legislation and policies are largely in place, but there is a significant gap in implementation and enforcement. Likewise, capacity exists but it is insufficiently distributed within and across governments and relevant non-government actors, and there are many gaps and unmet needs.

17. The capacities that are most urgently needed, both by government and non-government actors, at all levels, include capacities:

- **To aspire, engage and inspire:** The ability to aspire for and manage change, and to engage with, influence and inspire others to promote coherent, proactive and constructive responses to global biodiversity challenges, and to persevere in the face of adversity.
- **To create enabling conditions:** The ability to develop and enact effective biodiversity policy and legislation, related strategies and plans based on informed decision-making processes for global biodiversity management.
- **To mobilize and manage resources and support:** The ability to secure and efficiently utilise financial and other resources necessary to support the achievement of biodiversity goals, objectives and targets.
- **To plan, manage and implement:** The ability to prioritise, set SMART goals, carry out core functional and technical tasks, including strategic planning, and the management and implementation of sustainable biodiversity actions and innovative solutions.
- **To monitor and evaluate:** The ability to monitor and evaluate the achievements and impact of initiatives, including policy, project and programme interventions, in order to provide feedback for adaptive management, learning and the creation of more effective solutions.
- **To learn and adapt:** The ability to use new learning to adapt, reform and self-renew. This includes the integration of new ideas from multiple knowledge sources and methods to diagnose and address global biodiversity problems and to identify creative solutions.

18. The TOC illustrates the intended and expected flow of change in capacity from the provision of inputs that maximise application of good practices and lessons learned, especially those arising from technical and scientific cooperation, through outputs to outcomes and the desired impact. Particular attention is paid to transforming relevant government and non-government institutions into effective and

¹⁰ For understanding of the rationale for developing a theory of change and the ways in which it supports programming see <https://unsdg.un.org/resources/theory-change-undaf-companion-guidance>

efficient “learning organizations”¹¹, staffed with qualified and motivated individuals, able to develop and deliver high-quality programmes and targeted interventions. Once these are in place and functioning effectively the outcomes should be that governments and relevant non-government actors successfully implement the national biodiversity strategies and action plans (NBSAPs), achieve their national biodiversity targets; and, effectively mainstream biodiversity across sectors and society. Importantly, the TOC sets out the assumptions that underpin the expected flow of change, which will be reviewed for relevance on a regular basis.

B. Capacity results

19. All strategies, including national biodiversity strategies, should establish high-level and long-term capacity development goals and objectives specifying results, in order to guide planning of programmes, projects and activities. ‘*The ability of government and non-government actors to achieve the set biodiversity-related goals, objectives and targets*’ comprises a number of high-level strategic capacities, examples of which are presented in this section. Government and non-government actors would need to state clearly what capacities are being targeted in the results hierarchy formulated for any given capacity development initiative, taking into account what the capacities relate to and whether they are considered to be hard or soft. For the purposes of the strategic framework results can be categorized as: the functional capacities needed for organizations to be able to support programme implementation; and, the technical knowledge and skills needed to make interventions effective.

i. Functional capacities

20. In the UNEP-WCMC study to provide an information base for the preparation of the long-term strategic framework, governments, indigenous peoples and local communities and relevant stakeholders identified their priority functional needs, including the capacity for:

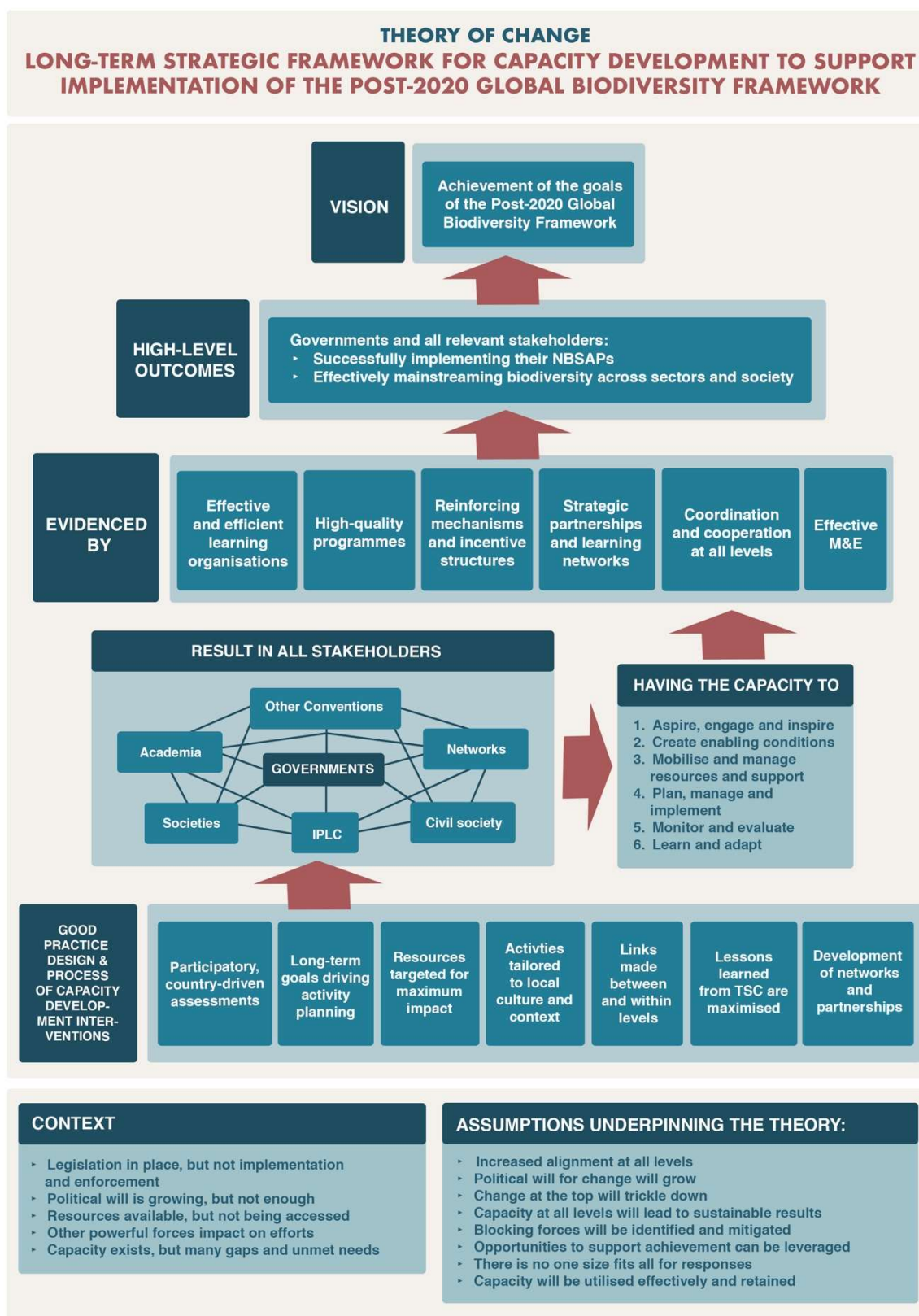
- Engagement (particularly of subnational and local governments, IPLCs, women, youth and other relevant stakeholders), networking and partnership development;
- Generation, access to and use of information and knowledge;
- Policy and legislation development;
- Management and implementation;
- Monitoring and evaluation;
- Gender mainstreaming; and
- Resource mobilization.

ii. Technical capacities and thematic capacity development

21. The successful achievement of various targets to be adopted in the post-2020 Global Biodiversity Framework may require specific technical capacities be put in place or strengthened. These will be identified once the post-2020 framework is finalized. For example, to achieve a target on invasive alien species, some governments may require expertise in DNA technologies to identify species or the use of geographic information systems and satellite imagery technologies to map the location of invasive species in order to design effective control and eradication measures. All capacity development strategies, programmes and initiatives should, therefore, address the technical needs identified as a priority by governments, IPLCs and other stakeholders developing plans to achieve the post-2020 biodiversity targets.

¹¹ A learning organization is one that continuously transforms itself by applying existing internal knowledge and learning from past experiences and lessons with the aim of improving its performance.
(<https://warwick.ac.uk/fac/soc/wbs/conf/olke/archive/olk4/papers/villardi.pdf>)

Figure 1. Visual representation of the Theory of Change



iii. Examples of capacity results

22. In line with the TOC described above and consistent with the TOC of the post-2020 Global Biodiversity Framework, the draft long-term strategic framework is intended to guide the development of biodiversity capacity interventions to achieve the required capacity results. Box 1 below is complementary to, and expands on, the TOC by providing some examples of core results (outputs and medium-term outcomes). This list is not exhaustive as the outputs and outcomes will vary depending on whose capacities are being developed and for what purpose.

Box 1: Examples of capacity results as targets in results hierarchies

Outputs

- Biodiversity partnerships, coalitions and networks established
- National biodiversity capacity development strategies and plans established
- Mechanisms to generate and disseminate biodiversity related information, knowledge and learning packages in place
- Reinforcing mechanisms and incentive structures in place
- Effective monitoring and evaluation (M&E) systems in place

Intermediate, medium-term outcomes

- The active support of partnerships and networks enhances biodiversity conservation and sustainable use efforts along with the equitable sharing of benefits arising from the use of genetic resources
- High-quality programmes and projects that are technically sound; have realistic and achievable plans; address gender considerations; and embed monitoring, evaluation and learning processes from the start
- High-level policy decision making is evidence-based using data from multiple sources
- Utilization of reinforcing mechanisms and incentives ensures implementation of policies and laws

Long-term outcomes

- Sound enabling frameworks and institutional arrangements support achievement of NBSAPs
- Biodiversity mainstreamed throughout sectors and society.

IV. PRINCIPLES AND APPROACHES FOR EFFECTIVE CAPACITY DEVELOPMENT

23. This section sets out important guiding principles, which, if applied by governments and non-government actors in their capacity development initiatives, would contribute to more effective and sustainable capacities to support the post-2020 Global Biodiversity Framework. These are grouped into six overarching success factors that underpin the effectiveness and sustainability of capacity development action. These are concerned with: ensuring quality analysis of context and needs before beginning to design interventions; ensuring country ownership; promoting strategic and integrated capacity development interventions; ensuring effective use of good practice guidance and lessons learned; the need to put in place comprehensive monitoring and evaluation systems and processes; and the need for integrating a gender perspective into biodiversity capacity development interventions.

(a) Analysis of context, existing capacities and needs is essential to ensure effective interventions

24. Development and delivery of effective interventions is dependent on understanding the national, subnational or local context and the related capacity needs. This requires quality analysis of the prevailing circumstances, the existing capacities and the needs and interests of the relevant stakeholders, to guide formulation of strategies and interventions. In this regard, it is necessary to:

- Include all relevant entities and groups through extensive stakeholder mapping;

- Ensure assessments identify and build on existing capacities before designing new interventions; and
- Integrate gender perspectives fully into assessment and analysis.

(b) Country ownership should be a key cornerstone for capacity development actions

25. Experience from various initiatives and processes have shown that for capacity development to be effective and sustainable, ownership at the national, subnational and local levels is a prerequisite. Ownership relates not only to governments but also to non-government actors and target audiences. The study by UNEP-WCMC noted that a number of capacity-building initiatives are currently donor-driven, not fully owned by the concerned governments and target audiences, and sometimes do not reflect their priorities. To foster country ownership and commitment, it is important to:

- Ensure that interventions are demand-driven and responsive to the country needs and priorities;
- Fully involve relevant government entities, indigenous peoples and local communities and stakeholder groups, including women and youth, to ensure their perspectives are considered.

(c) Strategic and integrated approaches to capacity development should be promoted

26. Government and non-government actors should be supported to formulate strategic and holistic approaches to capacity development that are relevant to their context and identified needs. In order to do this, it is important to:

- Ensure interventions are demand-driven, based on national ownership and leadership;
- Promote strategic planning and alignment;
- Design programmes and interventions to contribute to achieving agreed long-term goals and objectives that enhance and further develop existing capacity.

(d) Interventions should be designed according to recognized good practice and lessons learned

27. A number of studies and analyses of past capacity development activities and their results have documented effective good practices and lessons learned. Wherever possible, these should be integrated as appropriate in the design and implementation of new capacity development interventions. However, while some of those practices and lessons may have global applicability, it is important to ensure that they are modified and adapted to the appropriate context, whether at national, landscape, or local levels. Examples of good practice include the need to:

- Ensure that new initiatives build on existing processes, endogenous capacities and previous initiatives, and on what has been learned and what works locally;
- Co-create and tailor capacity development interventions to fit specific needs and contexts;
- Diversify capacity development delivery methods and approaches;
- Integrate capacity development interventions into implementation activities to facilitate maximum positive effects;
- Target resources and activities at the ground level;
- Incorporate gender considerations to ensure the full involvement of women; and,
- Design capacity development interventions to be results-oriented.

(e) Monitoring and evaluation frameworks should be incorporated into capacity development strategies, plans and programmes from the start

28. Monitoring and evaluation are crucial for improving the quality, effectiveness and sustainability of capacity development efforts. They help to assess if things are on the right track and facilitate timely intervention, if necessary, to achieve the intended outcomes. They also facilitate identification of the

strengths, weaknesses, opportunities and challenges of ongoing or past interventions and the generation and application of knowledge, good practices and lessons learned to inform future interventions. To ensure effective monitoring and evaluation, it is necessary to:

- Formulate the results hierarchy and indicators through an inclusive, participatory and gender-responsive process with the key stakeholders who will be involved in implementation;
- Incorporate learning into the results hierarchy;
- Establish capacity baseline assessments, disaggregated for relevant groups, before activities start;
- Incorporate reflection and learning activities into project planning, using relevant tools¹² available;
- Utilise monitoring and evaluation methods and tools¹³ that produce both qualitative and quantitative data, especially when working in complex systems; and,
- Enhance the collaboration with and between institutions that can support learning processes.

(f) Gender perspectives should be fully integrated into biodiversity capacity development efforts

29. Ensuring full, effective and equitable engagement of women in assessments, analyses and the design of interventions can be transformative in terms of achieving the desired capacity goals. Planning for sustainable and alternative livelihoods related to the use of biodiversity requires considering the needs and roles of women, and the potential to advance women's empowerment, which can help to strengthen women's ability to support the conservation and sustainable use of biodiversity. Assessing established gender differences and inequalities arising from gender roles, responsibilities and rights provides a necessary basis for determining the barriers and opportunities where capacity development can make a difference in improving gender equality and biodiversity outcomes.

V. KEY STRATEGIES TO IMPROVE CAPACITY DEVELOPMENT IMPLEMENTATION

30. This section presents proposals that government and non-government actors could adopt, as appropriate, to implement the long-term strategic framework to develop more effective and sustainable capacities to support the post-2020 Global Biodiversity Framework. The proposals include suggestions for integration of capacity development into national biodiversity policies, programmes and plans, possible partnerships and mechanisms for greater coordination and cooperation among relevant stakeholders engaged in biodiversity capacity development, as well as recommendations for enhancing synergies with other relevant international processes and funding considerations for capacity development.

A. Institutionalize capacity development

31. Government and non-government actors are encouraged to take measures to institutionalize biodiversity capacity development activities, projects and programmes to increase their effectiveness and sustainability. Such measures could include ensuring that all capacity development interventions are not ad hoc in nature, but an integral part of their broader corporate strategies and plans, and ongoing human resources and organizational development.

B. Integrate long-term capacity development in national strategies and action plans

¹² There are many different tools available based on Kolb's Experiential Learning Cycle, for summary information about this model of learning see <https://www.simplypsychology.org/learning-kolb.html>

¹³ There are many resources available for measuring capacity, for example, UNDP's guide on Measuring Capacity: https://www.undp.org/content/undp/en/home/librarypage/capacity_development/undp-paper-on-measuring-capacity.html; the GEF guidelines: https://www.thegef.org/sites/default/files/publications/Monitoring_Guidelines_Report-final.pdf and Pact's Organizational Performance Index handbook: <https://www.pactworld.org/library/pacts-organisational-performance-index-opi>

32. Governments are encouraged to integrate explicit capacity development components into their national biodiversity strategies and action plans (NBSAPs) or develop dedicated national capacity development action plans to support implementation of the NBSAPs. Such action plans can help identify capacity development needs, goals, targets and milestones in support of the implementation of the post-2020 Global Biodiversity Framework, ensuring their alignment with the long-term strategic framework and other relevant global, regional and national frameworks. This would also help governments to ensure that capacity development for biodiversity is thought through and planned strategically and coherently with a view to guiding and streamlining biodiversity capacity development investments and institutionalizing capacity development efforts, as appropriate.

C. Align biodiversity capacity development with broader cross-sectoral plans and programmes

33. The whole-of-government approach to national implementation proposed in the draft post-2020 Global Biodiversity Framework, if adopted, should also be applied to the means of implementation, including capacity development. The national focal points of the biodiversity-related conventions and representatives of other line ministries and sectors could come together to adopt a road map for alignment. The national mechanisms established in the context of the Sustainable Development Goals should be engaged to incorporate the biodiversity agenda and the associated capacity development efforts. The United Nations Country Teams can play an important role in promoting integrated programming and coordination on capacity development at the national level and, during formulation of the United Nations Development Assistance Framework (UNDAF) support.¹⁴ Whatever the nature of the strategy or plan being formulated, it is essential that the starting point takes into account existing capacity and previous or current initiatives. Capacity development should always be approached as an iterative process, in which what is already in place is leveraged to be the foundation for the next phase of development and change.

D. Develop thematic capacity development action plans and programmes

34. It is recommended that, following the adoption of the post-2020 Global Biodiversity Framework, thematic capacity development action plans be developed for the different targets or groups of related targets, as appropriate, and that these be complementary to the long-term strategic framework for capacity development. One such action plan is being developed under the Cartagena Protocol on Biosafety pursuant to decision [CP-9/3](#)¹⁵. Other examples include the strategic framework for capacity-building and development to support the effective implementation of the Nagoya Protocol on Access and Benefit-sharing adopted in [decision NP-1/8](#) and the Capacity-building Strategy for the Global Taxonomy Initiative adopted in CBD COP [decision XI/29](#). In these specific action plans or strategies, special attention should be paid to the capacity development needs of least developed countries, countries with economies in transition and small island developing states.

35. Furthermore, governments, biodiversity-related conventions, international organizations and other relevant stakeholders in a position to do so could be encouraged to design and develop dedicated global, regional and sub-regional and national programmes to implement the thematic capacity development action plans with specific capacity targets, milestones and indicators to be reached within the period of the post-2020 Global Biodiversity Framework.

E. Promote partnerships and networks for implementation

36. Partnerships provide effective mechanisms for mobilizing capacities and sharing knowledge, expertise, technologies and financial resources to support country-driven priorities. In this regard, the

¹⁴ Capacity development is one of the core outcome areas of the United Nations Development Assistance Framework (UNDAF) support in a number of countries, as demonstrated by the example of [Bhutan](#).

¹⁵ The [action plan](#) for capacity-building for implementation of the Cartagena Protocol and its Supplementary Protocol is to be aligned with the Implementation Plan for the Cartagena Protocol and complementary to the long-term strategic framework for capacity development.

establishment and strengthening of partnerships would be crucial for the effective implementation of the long-term strategic framework. At the global level, key organizations and donors engaged in biodiversity capacity development could pool resources and expertise and work together to implement medium to long-term capacity development programmes on specific topics or themes related to the targets of the post-2020 Global Biodiversity Framework in line with national priorities. Such programmes, unlike the ad-hoc short-term projects, would foster a longer-term vision and approach, and deliver comprehensive and sustainable capacity development outcomes. Equally, it is important to establish or strengthen partnerships at the national, sub-national and local levels where implementation takes place. Such partnerships should take into account the knowledge and expertise held, for example, by indigenous peoples and local communities, women and youth, to ensure successful implementation.

F. Enhance synergies between capacity development efforts of relevant processes

37. Efforts should be made to enhance synergies with the capacity development efforts of other relevant conventions and processes through existing mechanisms, such as the Liaison Group of Biodiversity-related Conventions (BLG)¹⁶ and the Joint Liaison Group (JLG) between the three Rio Conventions, which meet regularly to explore opportunities for synergistic activities and increased coordination, and to exchange information. At the national level, it is important that the focal points of relevant conventions and processes establish a mechanism to foster joint planning and coordination for biodiversity action. Funding mechanisms, such as the Global Environmental Facility (GEF), must take measures to promote integration and synergies as much as possible.

G. Promote South-South and triangular cooperation

38. In many developing countries, one of the key challenges to meeting international biodiversity commitments is a lack of or shortage of local expertise and capacities. For countries in the same geographic region or those that share similar characteristics, including economic and social conditions and language, such capacities could be built through South-South cooperation and the development of regional nodes, networks or centres of excellence. In turn, the expertise developed could be leveraged by other countries that require it. Triangular cooperation, in which donor countries and multilateral organizations facilitate South-South initiatives, through the provision of funding, training, management and technological systems as well as other forms of support, also provides opportunities for countries to develop capacities in the pursuit of shared goals.

H. Engage the private sector

39. Involvement of the private sector in the development of national capacities is strategic. Many of the technical and financial resources, expertise and technologies useful for the conservation, sustainable use of biodiversity and equitable and fair sharing of the benefits that arise from that use, lie in the hands of private entities. Governments and organizations may wish to engage proactively and cultivate working relationships with the private sector to support national capacity development efforts and to invest in the transfer of biodiversity-friendly technologies and know-how that would support transformational change towards realizing the 2050 vision of living in harmony with nature.

I. Strengthen the monitoring and evaluation of capacity development interventions

40. Governments and relevant non-government actors should develop and implement systems for monitoring and evaluation of biodiversity capacity development efforts to assess if their intended capacity results are achieved in an impactful and sustainable manner, to identify and correct mistakes, and to capture and share good practices and lessons learned. The most effective monitoring and evaluation processes are

¹⁶ Under the BLG, a group of capacity development coordinators of the biodiversity-related convention secretariats and organizations was established in 2017 to promote synergies between existing capacity development strategies, mechanisms, programs, projects and activities; identify common issues and gaps across the Conventions that require capacity development, implement joint actions to address the identified common issues and gaps; and share experiences and lessons learned.

those that are built into activity design and planning from the beginning, rather than treated as an add-on at a later stage. A well formulated capacity development intervention should set out medium or long-term goals and objectives and specify what capacities are expected to be in place after the interventions. Programme and project planning should also define specific monitoring indicators and means of verification.

41. There are various resources available for measuring capacity development which government and non-government actors can adapt and use. Examples include the Global Environmental Facility (GEF)'s guidelines for monitoring of capacity development in GEF projects¹⁷, the United Nations Development Programme (UNDP)'s discussion paper on measuring capacity¹⁸, the FAO's capacity development evaluation framework¹⁹, and the Pact's Organizational Performance Index handbook²⁰. There is a need for more specific guidance and tools about monitoring and evaluating biodiversity capacity development. This guidance could be undertaken by an expert group, which could also identify tools for measuring capacity development results at the national level.

VI. MECHANISMS FOR IMPLEMENTATION

A. Governance and Coordination Mechanisms

42. The governance of capacity development is critical for ensuring effective, impactful and sustainable capacity development results. Over the years, biodiversity-related capacity development has been implemented in a diffuse manner without dedicated institutional oversight and coherent guidance. Governance of capacity development needs to be streamlined and strengthened at the national, regional and global levels. Possible mechanisms for strengthening capacity development governance could include establishment of a high-level Committee on Capacity Development²¹ at the global level and similar bodies at the regional and national levels.

43. In addition to a high-level Committee, a biodiversity capacity development forum could be established to bring together government and non-government actors to network and share experiences, lessons and good practices in biodiversity capacity development. The forum could be convened every two or four years, or whenever a need arises to exchange views and experiences on specific issues. Government and non-government actors could also establish or expand existing informal mechanisms, including coalitions, communities of practice and networks, to collaborate, share experience and ideas and improve capacity development in support of specific components of the post-2020 Global Biodiversity Framework.²²

B. Mutual supportiveness through other key implementation strategies and mechanisms

44. The implementation of the long-term strategic framework for capacity development should be synergised with the strategies and mechanisms for the other means of implementation and enabling conditions, namely resource mobilization, technical and scientific cooperation, knowledge management, mainstreaming and others, in support of the post-2020 Global Biodiversity Framework. For example, the

¹⁷ <https://www.thegef.org/publications/monitoring-guidelines-capacity-development-global-environment-facility-projects>

¹⁸ <https://www.undp.org/content/undp/en/home/librarypage/capacity-building/undp-paper-on-measuring-capacity.html>

¹⁹ <http://www.fao.org/3/ca5668en/ca5668en.pdf>

²⁰ <https://www.pactworld.org/library/pacts-organizational-performance-index-handbook>

²¹ This could be similar to the Paris Committee on Capacity-Building (<https://unfccc.int/pccb>)

²² These could include the IUCN-led [PANORAMA web platform](#), the [NBSAP Forum](#), the UNDP-led International Capacity Development Network for Sustainable Water Management ([Cap-Net](#)), the [CitiesWithNature initiative](#) and others along the lines of the Climate and Development Knowledge Network ([CDKN](#)) or the [Coalition on Paris Agreement Capacity Building](#).

resource mobilization strategy for the post-2020 framework should include links to the long-term strategic framework for capacity development as strengthening of the capacities of governments and non-government actors to mobilize and access resources for biodiversity has been identified as a priority. As well, the mainstreaming of biodiversity into plans and budgets at all levels and the contributions of subnational governments, cities and local authorities²³ would be key to the implementation of the long-term strategic framework. At the global level, there is a need for greater focus on biodiversity within development and climate change finance. Related to this, international cooperation projects and programmes must be designed to foster long-term capacity development.

45. Domestic financial resources need to be invested to improve national capacities and to help create an enabling environment for greater private sector investment. At the national level, UNDP's BIOFIN initiative may offer opportunities for countries to consider in their resource mobilization strategies, funds and resources in support of the long-term strategic framework for capacity development. There is a pressing need for resources to be available to indigenous peoples and local communities and other local actors so that they can implement activities at ground level. Very often these are the groups with the least capacity for accessing and managing financial resources. National capacity development initiatives should, therefore, include this need as a high priority for action planning.

C. Regional and global support networks

46. Regional and global support networks should be established or strengthened, where they already exist, to provide, upon request, capacity development support to national government institutions, subnational governments and local authorities and relevant non-government actors within the respective geographic regions or subregions. Examples of existing support networks which could be strengthened include: the regional implementation support networks for protected areas²⁴, the CBD-BIOFIN regional technical support nodes²⁵, the regional networks of laboratories for the detection and identification of living modified organisms²⁶, the network of Biosafety Clearing-House regional advisors²⁷, and UNDP's Global Access and Benefit-Sharing Community of Practice²⁸. The global and regional technical and scientific cooperation support centres suggested in the draft proposals to strengthen technical and scientific cooperation in support of the post-2020 Global Biodiversity Framework²⁹, if designated, could also play this role. Lead organizations in various regions and subregions could be identified and requested to mobilize and work with other partners to establish or expand such support networks.

D. Enhanced review mechanisms

47. The need for enhanced review mechanisms emerged from the submissions and the consultations that have taken place in the process to develop the post-2020 Global Biodiversity Framework. Whatever form the enhanced review mechanism takes, it must also consider the capacity development dimension. Requirements for measuring and reporting on capacity development should be included in the national reporting guidelines for governments.

²³ <https://www.rbge.org.uk/science-and-conservation/workshop-for-subnational-governments-in-the-cbd-post-2020-global-biodiversity-framework/>

²⁴ At least 10 implementation support networks have been established at the regional and sub regional levels to help build capacity and support national action plans for the implementation of Aichi Target 11. Each network is coordinated by an agency, which brings together relevant stakeholders to coordinate and align their support activities and identify gaps and opportunities.

²⁵ <http://www.biodiversityfinance.net/regional-nodes>.

²⁶ http://bch.cbd.int/onlineconferences/portal_detection/lab_network.shtml

²⁷ <https://www.unenvironment.org/explore-topics/biosafety/what-we-do/developing-biosafety-frameworks/bch-regional-advisers>

²⁸ <https://community.abs-sustainabledevelopment.net/>

²⁹ <https://www.cbd.int/doc/recommendations/sbstta-23/sbstta-23-rec-06-en.pdf>

E. Mechanisms for rolling out the framework

48. A campaign will be undertaken to raise awareness of, and support for, the long-term strategic framework. The campaign will target national governments, subnational governments and local authorities, international organizations, development agencies and other key relevant stakeholders, including academic institutions, civil society organizations and the private sector. A dedicated website will be created to share information regarding the long-term strategic framework and the experiences and lessons learned in its implementation.

49. Key partners and stakeholders will be invited to indicate how they can support the implementation of the strategic framework, including through the alignment of their capacity development actions. Some examples may include the establishment of programmes, partnerships, communities of practice, academic curricula and other means proposed in the strategic framework. The following key stakeholder groups to contribute to the implementation of the long-term strategic framework and their potential roles include the following:

- **National governments** – guide the implementation of biodiversity capacity development as part of the national biodiversity strategies and plans plus the provision of enabling environments, support and resources for implementers;
- **Subnational governments and local authorities** – guide and support biodiversity capacity development efforts at the subnational and local levels;
- **Non-governmental and civil society organizations and associations**, including those representing indigenous peoples and local communities, women and youth – contribute to the development of national strategies and plans; serve as an intermediary and/or advocate for local communities; facilitate the engagement of local stakeholders in the design, planning and support implementation of capacity development activities;
- **Academia and research organizations** – contribute research to generate and disseminate knowledge materials to improve understanding of issues and formulation of responses; train the next generation of biodiversity experts;
- **Private sector** – multiple areas of contribution such as financial resources, infrastructure development, technical expertise, provision of products and services;
- **Regional and sub-regional organizations** – creation of enabling conditions through agreements and partnerships; coordinate and resource the development and implementation of regional strategies and plans;
- **International organizations and financial institutions** (development banks, Global Environmental Facility and other funds) – ensure long-term biodiversity capacity development is appropriately integrated into their strategic plans and funding mechanisms; promote and support good practice principles for capacity development in the programmes and projects they support.

F. Reporting and Review of the Framework

50. The long-term strategic framework is intended to be a living document. It will be reviewed periodically to assess its use by governments and relevant non-government actors and, if necessary, updated to ensure its continued relevance. There will be a formal review mid-way through its implementation and an independent evaluation will be carried out at the end of the period to coincide with the review of the post-2020 Global Biodiversity Framework.

51. Reporting on the use of the strategic framework and the lessons learned would take place at the global and national levels. At the global level, the CBD Secretariat, in collaboration with the secretariats of the other biodiversity-related conventions and partners, will prepare reports on the status of implementation of the strategic framework, based on the information provided by governments through their national reports as well as reports and case studies from non-government actors including lessons

learned, for consideration by the Conference of the Parties at an interval to be determined in line with the review mechanism.

52. It would be useful to develop a set of core indicators that could be used by government and non-government actors at the national and global levels to monitor progress in the development of capacities to implement the post-2020 Global Biodiversity Framework. This task could be undertaken by the high-level Committee on Capacity Development, proposed in section VI, sub-section A above, or by the CBD Subsidiary Body on Implementation, with the support of the CBD Secretariat and partners.

53. The information generated from these processes should inform the periodic review of the usefulness and relevance of the long-term strategic framework. Likewise, capacity development assessments at the national level should be integrated in the overall review mechanism of the post-2020 Global Biodiversity Framework. The results of these reviews can be used to update and improve capacity development interventions in support of the post-2020 framework.
