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CAPACITY-BUILDING AND TECHNICAL
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REPORT OF THE IUCN SURVEY ON CAPACITY BUILDING FOR COHERENT IMPLEMENTATION OF THE BIODIVERSITY-RELATED CONVENTIONS

Note by the Executive Secretary

1. The Executive Secretary is pleased to circulate herewith, for the information of participants in the Thematic Consultation on Capacity-Building and Technical and Scientific Cooperation for the Post-2020 Global Biodiversity Framework, a report on results of a survey on capacity building for coherent implementation of the biodiversity-related convention conducted by the Union for Conservation of Nature (IUCN) in 2018.
2. The report, entitled “*Capacity building and Synergies across the Biodiversity-related Conventions: Contributing to the design and subsequent implementation of a Long-term Strategic Framework for Capacity-building for Biodiversity beyond 2020*”, was produced in the context of a UN Environment project entitled “Environmental Treaties Programme: Realizing Synergies for Biodiversity”, supported by the European Union and the Government of Switzerland.
3. The report is being circulated in the form in which it was received from IUCN.

Capacity building and synergies across the biodiversity-related conventions

Contributing to the design and subsequent implementation of a long-term strategic framework for capacity building for biodiversity beyond 2020

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Disclaimer

The opinions given herein belong solely to the authors and do not represent the views or policies of IUCN.

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1. INTRODUCTION

In December 2016, the Parties to the Convention on Biological Diversity (CBD) requested the Executive Secretary of to initiate a process for preparing a long-term strategic framework for capacity building beyond 2020¹ ensuring its coordination with the timetable for the development of the post-2020 global biodiversity framework and its alignment with the follow-up to the Strategic Plan for Biodiversity 2011-2020 and the work of its Protocols, with a view to the timely identification of the priority capacity building actions. Indeed, since the adoption of the Strategic Plan for Biodiversity 2011-2020, Parties to the Convention have constantly highlighted that limited progress in advancing the Strategic Plan and its Aichi Biodiversity Targets has been the result of two major challenges: lack of financial resources and limited capacities to respond to the challenges faced.

During the same meeting of the Conference of the Parties in 2016, Parties further called for the promotion of synergies with other conventions and international organisations², when facilitating and implementing capacity building activities; and for the continuation of work to promote a more integrated and coordinated approach to capacity building and technical and scientific cooperation.

The importance of cooperation and synergies with other conventions, organisations and initiatives to the achievement of the objectives of the Convention has been consistently recognised by the Conference of the Parties to the CBD, since its beginnings³. Over the years, this has resulted in the adoption of a number of decisions seeking to operationalize and enhance cooperation and policy coherence among the biodiversity-related conventions (BRCs). Beyond the CBD, this has been echoed in decisions of other BRCs⁴ and has led to the creation of the Biodiversity Liaison Group in 2002, while a considerable number of consultations and analyses have been carried out with options intended to implement them.

The United Nations Environment Programme/ UN Environment, serving as secretariat or performing secretariat functions to three of the BRCs and several other Multilateral Environmental Agreements (MEAs)⁵, has carried out a variety of studies and surveys on the topic of enhancing synergies. In 2014-2015, UN Environment implemented a project aimed at improving the efficiency, enhance coordination and cooperation, promote policy coherence and explore the opportunities for further synergies at all levels of six major BRCs. One of the key outputs of the project with regard to cooperation at the national and regional levels was the UNEP *Sourcebook of opportunities for*

¹ Decision [XIII/23](#)

² Decision [XIII/24](#)

³ [UNEP/CBD/COP/8/25](#)

⁴ UNEP (2015). *Sourcebook of opportunities for enhancing cooperation among the Biodiversity-related Conventions at national and regional levels*. United Nations Environment Programme (UNEP), Nairobi, Kenya, p.5

⁵ These include: Convention on Biological Diversity, Convention on International Trade in Endangered Species of Wild Fauna and Flora – CITES, Convention on the Conservation of Migratory Species of Wild Animals, Basel Convention on the Control of Transboundary Movements of Hazardous Wastes and Their Disposal, Stockholm Convention on Persistent Organic Pollutants, Rotterdam Convention on Prior Informed Consent Procedure for Certain Hazardous Chemicals and Pesticides in International Trade, Vienna Convention for the Protection of the Ozone Layer, and Montreal Protocol on Substances that Deplete the Ozone Layer, among others.

*enhancing cooperation among the Biodiversity-related Conventions at national and regional levels*⁶ that identifies inter alia, thematic areas where cooperation can be improved for BRCs. These areas include institutional arrangements, information management and reporting, the science-policy interface, capacity building, financial resource mobilization and utilization, the Strategic Plan for Biodiversity 2011-2020 and National Biodiversity Strategies and Action Plans (NBSAPs).

In 2016, this was followed by *Elaboration of options for enhancing synergies among biodiversity related conventions*⁷ and a study focusing on key capacity building and awareness-raising needs regarding cooperation among MEAs at the national level⁸ to respond to [Decision XII/6](#).

More recently, the UN Environment project entitled “Environmental Treaties Programme – realizing synergies for biodiversity” supported by the European Union and the Government of Switzerland, was designed to support the implementation of MEAs, and in particular to contribute to the implementation of decisions of their governing bodies in relation to enhancing cooperation, coordination and synergies and the work towards the achievement of the Sustainable Development Goals (SDGs) and the post-2020 global biodiversity framework currently being developed under the CBD.

To contribute to the delivery of one of the five outputs of the abovementioned project, IUCN conducted in September 2018 a survey among its Members to gather views on capacity building needs for coherent implementation of the biodiversity-related conventions and assess the interlinkages between capacity building activities leading to enhanced cooperation and collaboration between these conventions. The results of the survey presented in this paper constitute a contribution to the preparation of a long-term strategic framework for capacity building beyond 2020, as mandated by CBD Decision [XIII/23](#).

This document is organized as follows: **section 2** addresses synergies across the BRCs; **section 3** looks at understanding capacity building and capacity development and how it is addressed in the different BRCs, while **section 4** presents the IUCN survey and results. The discussion of findings and implications for the long-term strategic framework for capacity building are presented in **section 5**.

⁶ Ibid.

⁷ UNEP (2016). *Elaboration of options for enhancing synergies among biodiversity related conventions*. United Nations Environment Programme (UNEP)

⁸ [UNEP/CBD/BRC/WS/1/INF/1](#)

Box 1. GLOSSARY OF TERMS AND ACRONYMS

Definitions and understandings of key terms used in this document are provided below. It is important to note that even if the definitions of capacity development and capacity building might differ slightly, they have been used indistinctly in this exercise.

Capacity development	Refers to the process through which individuals, organisations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time. ⁹
Capacity building	A process that supports the initial stages of building or creating capacities and assumes that there are no existing capacities to start from. Capacity building can be threefold, as it is individual, organisational and systemic. It further accounts for developing technical and scientific knowledge and their relevant competencies. ¹⁰
Awareness-raising	As part of a permanent and interactive communication flow, awareness-raising is a process which opens opportunities for information exchange in order to improve mutual understanding and to develop competencies and skills necessary to enable changes in social attitude and behaviour on a specific topic. ¹¹
Synergies	Result of joint activities that go beyond the sum of individual activities, making efforts more effective and efficient. ¹²
MEAs	Acronym for <i>Multilateral Environmental Agreements</i> : A generic term for treaties, conventions, protocols, and other binding instruments related to the environment. Usually applied to instruments of a geographic scope wider than that of a bilateral agreement (i.e., between two States). ¹³
BRCs	Acronym for Biodiversity-related conventions; these are eight international agreements, which all have biodiversity as a central part of the treaty. The following eight agreements are the ones composing the BRCs: Convention on Biological Diversity (CBD); Convention on International Trade in Endangered Species of Wild Animals (CITES); Convention on the Conservation of Migratory Species of Wild Animals (CMS); The International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA); Convention on Wetlands of International Importance especially as Waterfowl Habitat (Ramsar); World Heritage Convention (WHC); International Plant Protection Convention (IPPC); International Convention for the Regulation of Whaling/International Whaling Commission.¹⁴
NBSAPs	Acronym for National Biodiversity Strategies and Action Plans. Under Article 6 of the Convention on Biological Diversity, Parties must develop a national strategy which will reflect how the country intends to fulfil the objectives of the Convention in light of specific national circumstances, while the related action plans will constitute the sequence of steps to be taken to meet these goals.

⁹ [Capacity Development: A UNDP Primer](#). United Nations Development Programme. 13 October 2009.

¹⁰ Ibid.

¹¹ Sayers, Richard. [Principles of Awareness-Raising](#). UNESCO, 2006.

¹² [Glossary of terms](#) for Negotiators of Multilateral Environmental Agreements. UNEP, January, 2007.

¹³ Ibid.

¹⁴ Convention on Biological Diversity-[BRCs](#).

2. SYNERGIES: ENHANCING COOPERATION IN THE IMPLEMENTATION OF BIODIVERSITY-RELATED CONVENTIONS

Simply put, synergies are the “result of joint activities that go beyond the sum of individual activities, making efforts more effective and efficient”¹⁵. The term “synergies” has been used in the context of collaboration and cooperation activities, and these terms are often used indistinctly. In the international environmental governance arena, synergies, cooperation and collaboration across the various multilateral environmental agreements have been consistently invoked since the early 2000s¹⁶.

The biodiversity-related conventions (BRCs) work to implement actions at the national, regional and international level in order to reach shared goals of conservation and sustainable use. In meeting their objectives (see **Box 2**), the conventions have developed a number of complementary approaches (site, species, genetic resources and/or ecosystem-based) and operational tools (e.g., programmes of work, trade permits and certificates, multilateral system for access and benefit-sharing, regional agreements, site listings, funds). However, given their often overlapping mandates, numerous decisions of the governing bodies of these conventions and governing bodies of other MEAs and the United Nations system¹⁷ calling for greater collaboration and synergies to make their implementation more coherent, efficient and effective have evidenced the increasing importance that the constituencies attach to the matter (See **Box 3**).

Since the adoption of the Strategic Plan for Biodiversity 2011-2020, and its recognition by UNEA as a comprehensive framework for the effective implementation of the BRCs¹⁸, collaborative activities around the Aichi biodiversity targets have gained traction. Indeed, the implementation of the Strategic Plan and the Aichi targets has been identified in several papers as an area where synergies can be realized. Other areas commonly cited include the development and implementation of national biodiversity strategies and action plans (NBSAPs), information management and awareness raising, science-policy interface (IPBES), reporting, monitoring and indicators, and institutional collaboration. Key issues for the conventions, including at the strategic level, like financing and resource mobilisation for convention implementation and joint programming have also been highlighted¹⁹.

¹⁵ See Glossary of Terms.

¹⁶ Background Information: An overview of existing initiatives for enhancing coordination and collaboration at various levels across the biodiversity-related conventions. “The second multi-stakeholder expert meeting on elaboration of options for synergies among biodiversity-related Multilateral Environmental Agreements” Geneva, Switzerland, 13-15 May 2015

¹⁷ See Promoting synergies within the cluster of biodiversity-related multilateral environmental agreements, UNEP-WCMC, Ministry of Environment of Finland, April 2012. Table 1, Section 2.6, pgs. 28-30. Reference is made to a set of key synergies decisions.

¹⁸ UNEP/EA.2/Res.17 [Enhancing the work of the United Nations Environment Programme in facilitating cooperation, collaboration and synergies among biodiversity-related conventions](#)

¹⁹ Several papers consulted refer to these thematic areas where cooperation between the BRCs can be enhanced: the UNEP sourcebook (2015), UNEP’s Options paper (2016), UNEP-WCMC Promoting synergies within the cluster of biodiversity-related multilateral environmental agreements (2012). Even before the adoption of the Strategic Plan for Biodiversity 2011-2020, the Nordic Council of Ministers’ paper Possibilities of enhancing cooperation and co-ordination among MEAs in the biodiversity Cluster, in 2009 had identified some of these areas, including capacity building.

Finally, the area which is the focus of this paper, capacity building is also an area where synergies can be observed.

BOX 2: OBJECTIVES OF THE BIODIVERSITY-RELATED CONVENTIONS (BRCs)



Convention on Biological Diversity (CBD)

The objectives of the CBD are the conservation of biodiversity, the sustainable use of its components, and the fair and equitable sharing of the benefits arising from the utilization of genetic resources. The agreement covers all ecosystems, species, and genetic resources.



Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)

CITES aims to ensure that international trade in wild animal and plant species does not threaten their survival. The Convention gives varying degrees of protection to more than 30,000 plant and animal species, and seeks to prevent the unsustainable use of biodiversity.



Convention on the Conservation of Migratory Species of Wild Animals (CMS)

CMS aims to conserve, protect and restore terrestrial, marine and avian migratory species and their habitats, throughout their entire range. The agreement further considers the removal of obstacles to migratory species.



Convention on Wetlands of International Importance especially as Waterfowl Habitat (Ramsar Convention)

The objectives of the Ramsar Convention are the conservation and wise use of wetlands and their resources on a national and international level and correspondingly their effective management.



International Plant Protection Convention (IPPC)

The IPPC aims to protect global plant resources, including cultivated and wild plants by preventing the introduction and spread of plant pests and promoting the appropriate measures for their control including sustainable use.



The International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA)

The objectives of the Treaty are the conservation and sustainable use of plant genetic resources for food and agriculture and the fair and equitable sharing of the benefits arising out of their use, in harmony with the CBD, for sustainable agriculture and food security.



International Convention for the Regulation of Whaling/ International Whaling Commission (IWC)

The purpose of the ICRW/IWC is to provide for the proper conservation of whale stocks and thus make possible the orderly development of the whaling industry.



World Heritage Convention (WHC)

The WHC seeks to identify and conserve the world's cultural and natural heritage, by drawing up a list of sites whose outstanding values should be preserved for all humanity and to ensure their protection through a closer co-operation among nations.

BOX 3: SYNERGIES IN THE BRCs

CITES

Goal 3 of the Strategic Vision 2008-2020 is to contribute to significantly reducing the rate of biodiversity loss and to achieving relevant globally-agreed goals and targets by ensuring that cites and other multilateral instruments and processes are coherent and mutually supportive

CMS

[UNEP/CMS/Resolution 11.10 \(Rev.COP12\)](#) entitled *Synergies and partnerships* adopted in Manila in 2017 by the 12th Conference of the Parties “[a]cknowledg[es] the importance of cooperation and synergies with other bodies, including multilateral environmental agreements (MEAs) and non-governmental organisations, as well as the private sector” and “[r]equests the Secretariat to continue developing effective and practical cooperation with relevant stakeholders, including other biodiversity instruments and international organisations;

Ramsar

In [Resolution XIII.7](#) – *Enhancing the convention’s visibility and synergies with other multilateral environmental agreements and other international institutions* – the Conference of the Parties “notes the project undertaken by UNEP on “Improving the effectiveness of and cooperation among biodiversity-related conventions and exploring opportunities for further synergies” (...) and also the 2020 Biodiversity Strategic Planning Timeline for the development of the post-2020 global biodiversity framework” and “urges the Secretariat, Contracting Parties, IOPs and others to take urgent action to enhance synergies, coherence and effective cooperation among the biodiversity-related multilateral environmental agreements (MEAs) to strengthen the contribution of these instruments to a post-2020 global biodiversity framework and the realization of the 2030 Sustainable Development Agenda”

IPPC

Included in strategic planning activities is special attention to the broader FAO Strategic Objectives, in particular Strategic Objectives #2 and #4, as well as the UN Sustainable Development Goals (SDGs) #1, #2, #8, #12, #13, #15 and #17. Also, and when possible, the Secretariat seeks to be more inclusive in its strategic approaches by establishing and maintaining collaborative strategies with other international organisations such as the Convention on Biological Diversity, the Biodiversity Liaison Group, CABI, the WCO among others²⁰.

ITPGRFA

[Resolution 9/2017](#) - *Cooperation with the Convention on Biological Diversity* acknowledges the need for continued capacity-building support to Parties, especially developing countries, for the mutually supportive implementation of the International Treaty, the Convention on Biological Diversity and its Nagoya Protocol; [Resolution 12/2017](#) – *Cooperation with other international bodies and organisations* not[es] the continued importance of assisting developing country Contracting Parties (...); and encourages Contracting Parties to take initiatives to strengthen the harmonious and mutually supportive implementation of the International Treaty and other relevant international instruments and processes, in order to promote policy coherence and improve efficiency at all levels and implement their various goals and commitments in a coherent, clear, and mutually supportive manner;

IWC

[Resolution 2018-5](#) - *The Florianópolis Declaration on the Role of the International Whaling Commission in the Conservation and Management of Whales in the 21st Century* requests the Secretariat to seek further

²⁰ <https://www.ippc.int/en/information/strategic-planning/>

cooperation with other relevant international agreements and organisations, such as, inter alia, the Convention on Biological Diversity, the Convention on the Conservation of Migratory Species of Wild Animal, the Convention on the Conservation of Antarctic Marine Living Resources and the World Tourism Organisation, to coordinate actions for the conservation of cetaceans, including the promotion of sustainable non-lethal use;

WHC

The [Policy Document](#) for the Integration of a Sustainable Development Perspective into the Processes of the World Heritage Convention adopted by the General Assembly of States Parties to the World Heritage Convention at its 20th session (Paris, 2015) recognises that in implementing the Convention, States Parties should promote environmental sustainability more generally at all World Heritage properties in order to ensure policy coherence and mutual supportiveness with other multilateral environmental agreements.

3. ROLE AND RELEVANCE OF CAPACITY BUILDING IN PROMOTING SYNERGIES

3.1 Understanding capacity building and development

There are various definitions of capacity building or capacity development. For this paper, we have used as a main reference the United Nations Development Programme's definition of capacity building: "a process that supports the initial stages of building or creating capacities and assumes that there are no existing capacities to start from". It thus follows that "capacity building can be threefold, as it is individual, organisational and systemic. It further accounts for developing technical and scientific knowledge and their relevant competencies." Used in this way, capacity building is the start of a process, that through training and incremental construction of skills, knowledge and abilities, prepares an individual or an organisation to better and more consistently deliver a particular task.

UNDP's understanding of capacity development refers to "the process through which individuals, organisations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time." Here capacity is about growth, growth of the individual in knowledge, skills and experience. Understood in this way, capacity development is a perpetually evolving process of growth and positive change²¹. This appreciation contains an element of autonomy once capacities have been developed that should be noted.

DEVELOPING CAPACITIES TO DO WHAT?

Implementation: To implement commitments made to conserve and sustainably manage biodiversity for present and future generations.

Impact: To enhance the long-term impact of actions addressing (tackling) environmental degradation.

Synergies: To enhance cooperation and collaboration and foster partnerships for action.

Value for money: To ensure positive returns on investments made.

Nevertheless, there are other understandings or definitions that are worth looking at and which complement the ones above. In a study developed by the World Conservation Monitoring Centre

²¹ Capacity Development: A UNDP Primer. United Nations Development Programme. 13 October 2009.

(UNEP-WCMC) in 2016²² for instance, capacity is understood as “the ability of individuals, organisations and networks to perform their roles or function/s effectively, efficiently and in a sustainable manner. This includes the abilities, understandings, awareness, beliefs, attitudes, values, relationships, behaviours, motivations, resources and external conditions that enable individuals, organisations, networks and broader social systems to carry out functions and achieve their objectives over time.” In turn, capacity building is defined as “the process by which individuals and groups, including organisations, institutions and countries, plan, develop, enhance, review and re-organize their systems, resources and knowledge; all reflected in their abilities, individually and collectively, to perform functions, solve problems and achieve objectives.”

In 2006, UNESCO’s International Institute for Capacity Building in Africa in its Capacity Building Framework²³ defined capacity as the organisational and technical abilities, relationships and values that enable countries, organisations, groups, and individuals at any level of society to carry out functions and achieve their development objectives over time. In this understanding, capacity refers not only to skills and knowledge but also to relationships, values and attitudes, and many others.

In 2013, UNESCO’s Convention on the Protection and Promotion of the Diversity of Cultural Expressions²⁴ designed a global capacity building strategy to support Parties in creating institutional and professional environments favourable to promote the diversity of cultural expressions and to raise broad public knowledge and support for the Convention’s principles and objectives. Capacity building actions include the sharing of knowledge, production of pedagogic tools and materials, training and technical assistance, mentoring or coaching through projects tailored to the specific needs of the beneficiary country, aiming to address the most urgent requirements such as:

- revision of policies and legislation;
- strengthening of institutional systems of governance for culture; and
- enhancement of professional skills and capacities required for the emergence of dynamic creative and cultural industries sectors.

All these definitions have contributed to the understanding of capacity building and development as reflected in this paper.

3.2 Capacity building in the context of the BRCs

Capacity building is essential to facilitate implementation of the BRCs, avoid duplication of mandates and activities and increase efficiencies, both in terms of human and financial resources. All these conventions require Parties to strengthen human resources and institutional capacities mostly in developing countries and countries with economies in transition.²⁵ It is understood that through a

²² [UNEP/CBD/BRC/WS/1/INF/1](http://www.unep-wcmc.org/~/media/UNEP-WCMC/Publications/2016/01/UNEP-WCMC-2016-01-01-EN.pdf)

²³ <http://www.iicba.unesco.org/sites/default/files/Capacity%20Building%20framework.pdf>

²⁴ <https://en.unesco.org/creativity/convention>

²⁵ Urho, N. (2009). *Possibilities of enhancing cooperation and co-ordination among MEAs in the biodiversity cluster*. Copenhagen: Nordic Council of Ministers.

more integrated and coordinated approach to capacity development activities, synergies across these conventions can be significantly improved resulting in longer-terms benefits including improvement of the status of biodiversity.

Capacity can be built through various means, including through initiatives or activities not directly aimed at capacity building for the coherent implementation of the conventions. Capacity can for example be strengthened as a result of initiatives that foster interaction among National Focal Points (NFPs) and/or other key stakeholders and experts, or that foster a common understanding and approach on issues relevant to multiple conventions (See **Box 4** below).

BOX 4. ONLINE COURSE TO BUILD CAPACITY ON GENDER AND ENVIRONMENT LINKAGES²⁶

The course is an initiative led by the GEF and Small Grants Programme in partnership with the GEF Gender Partnership, of which IUCN is a core part along with UN Women, UNDP, UN Environment and the Secretariats of the Multilateral Environment Agreements the GEF serves—including the Convention on Biological Diversity (CBD), UN Framework Convention on Climate Change (UNFCCC), UN Convention to Combat Desertification (UNCCD) and the Basel, Rotterdam and Stockholm Conventions (BRS).

It provides users with the knowledge and tools to mainstream gender towards effective sustainable development. Offering facts and figures, it informs participants of relevant global frameworks and the key gender and environment linkages across biodiversity, climate change, land degradation, international waters and chemicals and waste sectors.

<https://www.unclearn.org/open-online-course-gender-and-environment>

Capacity building in CITES

Capacity building generally constitutes the development of activities and materials that support the acquisition of specific knowledge and skillset to better understand and implement the provisions of the Convention²⁷. Through Decisions 17.31 to 17.35 related to Capacity building²⁸, this understanding is developed. In Decision 17.31, Parties are encouraged to “provide financial and in-kind resources for capacity-building activities, particularly activities to achieve Goal 1 (Ensure compliance with and implementation and enforcement of the Convention) and Goal 3 (Contribute to significantly reducing the rate of biodiversity loss and to achieving relevant globally-agreed goals and targets by ensuring that CITES and other multilateral instruments and processes are coherent and mutually supportive) of the CITES Strategic Vision, as well capacity building activities required in the implementation of Resolutions and Decisions”. In turn, through 17.34 the Secretariat is asked to “further cooperate with institutions and organisations to provide Parties with joint capacity building assistance of relevance to CITES, for example through the Food and Agriculture Organisation of the United Nations (FAO), the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services (IPBES), the International Consortium on Combating Wildlife Crime (ICWC) (including each of its partners), the

²⁶ <https://www.iucn.org/news/gender/201806/new-online-course-builds-capacity-gender-and-environment-linkages>

²⁷ CITES website

²⁸ 17.31 to 17.35 Capacity building: <https://cites.org/eng/dec/valid17/81822>

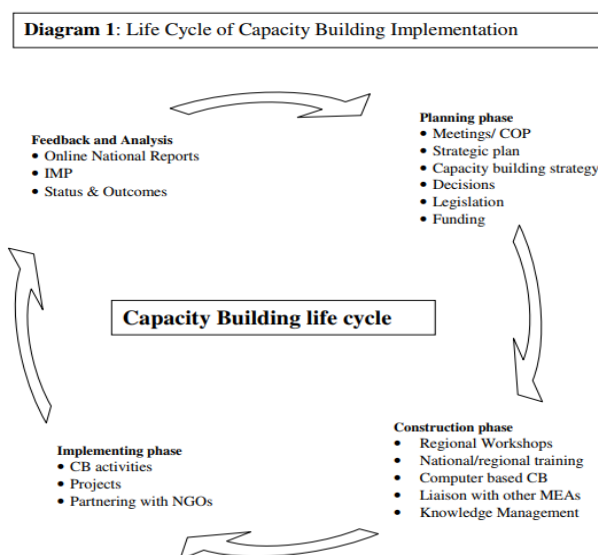
International Trade Centre(ITC), the International Tropical Timber Organisation (ITTO), the International University of Andalusia, the United Nations Conference on Trade and Development(UNCTAD), the United Nations Development Programme(UNDP), the United Nations Environment Programme (UNEP) and the World Organisation for Animal Health (OIE)”.

In 2011, published a brief Capacity Building strategy document which identified priorities based on a needs assessment. These priorities included training for enforcement officers and Customs, training on making non-detriment findings, training on conducting population surveys, animal and plant identification, improving training and facilitation skills (training trainers), investigation-training for enforcement officers, and awareness-raising for policy-makers and decision-makers.²⁹

Capacity building in CMS

Capacity building is a long-term, continuing process encompassing a country’s human, scientific, technological, organisational and institutional capabilities. It has been clear that inadequate capacity prevents countries from reaping the environmental, social and economic benefits offered by full compliance with multilateral environmental agreements³⁰.

Goal 5 (targets 13-16) and Chapter 4 of the Strategic Plan for Migratory Species 2015-2023 – Enabling conditions for the implementation – state that the CMS Family, Parties and other stakeholders need to address capacity building needs relating to information, awareness, knowledge and understanding as covered in the strategic targets. This is supported in particular by implementation of the CMS Capacity Building Strategy³¹ which addresses the full life cycle of capacity building implementation (see **Diagram 1**).



²⁹ See <https://www.cites.org/sites/default/files/eng/com/sc/61/E61-19.pdf>

³⁰ CMS website - <https://www.cms.int/en/document/cms-capacity-building-strategy>

³¹ UNEP/CMS/Conf.9.30/Rev.3 4 December 2008

Capacity building in WHC

In 2001, the Global Training Strategy for Cultural and Natural Heritage was approved at the 25th session of the World Heritage Committee. At the international level, the focus was placed on better implementation of the Convention, and improvement in professional skills for management, and conservation. The strategy also called for the development of regional strategies for each of the five regions. After nearly a decade of being in place, it became clear that the situation for training was changing significantly and there was a need to review and revise the strategy to take into account new realities on the ground. In particular, it was clear that the framework for training had become much richer and three key factors contributed to these rapid changes. The first is the entry of many new institutions offering capacity building within the World Heritage context. Moreover, numerous new learning environments were on offer, facilitated by new technologies and with the emphasis shifting from 'knowledge transfer' to 'knowledge acquisition'. Finally, several new priority topics for capacity building had emerged by 2010.

The new strategy, renamed the World Heritage Capacity Building Strategy, was thus built around the five strategic directions of the World Heritage Committee (the so-called 5Cs: Credibility, Conservation, Capacity Building, Communication, and Communities). For each of these strategic directions, one or more objectives were developed along with a series of priority activities that are needed to build capacity. Given the growth in the numbers of institutions at the national, regional, and international levels that were seen as providing capacity building, the new strategy was conceived to be open-ended, providing these institutions with the priority actions around which they could build their own programmes and activities. At the same time, ICCROM was made responsible for collecting and disseminating information about World Heritage capacity building being carried out around the world. This would enable those seeking capacity building to find activities that are closest to their needs, and allow the World Heritage Committee and other partners to better assess the state of capacity building for World Heritage.³²

Since 2010, IUCN, ICOMOS and ICCROM have been working together to strengthen links between cultural and natural heritage under the World Heritage Convention. This work aims to enhance international and regional capacity on natural heritage through a series of workshops which purpose is to:

- Update and inform cultural and natural heritage professionals on Advisory Body activities and processes supporting the implementation of the World Heritage Convention;
- Build and enhance the capacity of professionals and strengthen the technical networks of the Advisory Bodies, to support the identification, evaluation and conservation of World Heritage properties; and

³² https://www.iucn.org/sites/dev/files/import/downloads/whcapacitybuilding_newsletter_1_en_fr.pdf

- Enhance communication and collaboration between cultural and natural heritage professionals within Advisory Body networks, to support a more effective implementation of the World Heritage Convention.³³

Capacity building in ITPGRFA

Non-monetary benefit-sharing activities in the form of training and capacity development are of primary importance for the functioning of the Treaty's benefit-sharing systems and mechanisms as stated in Article 13.2c of the Treaty. In turn, Article 7 and 8 of the Treaty and 13.2(c) address the issue of technical cooperation and capacity building: "Taking into account the needs of developing countries and countries with economies in transition, as expressed through the priority they accord to building capacity in plant genetic resources for food and agriculture in their plans and programmes, when in place, in respect of those plant genetic resources for food and agriculture covered by the Multilateral System, the Contracting Parties agree to give priority to (i) establishing and/or strengthening programmes for scientific and technical education and training in conservation and sustainable use of plant genetic resources for food and agriculture, (ii) developing and strengthening facilities for conservation and sustainable use of plant genetic resources for food and agriculture, in particular in developing countries, and countries with economies in transition, and (iii) carrying out scientific research preferably, and where possible, in developing countries and countries with economies in transition, in cooperation with institutions of such countries, and developing capacity for such research in fields where they are needed."

At its Sixth Session, the Governing Body of the International Treaty requested the Secretary to maintain the Capacity Building Coordination Mechanism (CBCM) established in 2011 to coordinate existing scientific and technical education and training programmes in areas of direct relevance to the Treaty by building on existing capacities and resources of recognised plant genetic resources for food and agriculture (PGRFA) institutions, universities and centres of excellence; and to create synergies and opportunities among the interested stakeholders to develop capacity to carry out interdisciplinary basic and applied research, particularly in support of developing countries.

While the Secretariat of the International Treaty has played a catalytic role, most activities are directly implemented through a Network of Centres of Excellence. Each Centre operates as a node at domestic level and coordinates a variable number of institutions and organisations with complementary expertise. The topics covered range from genomics, bioinformatics, gene banks management, trade in PGRFA, information sharing, governance of genetic resources, access and benefit-sharing law and intellectual property rights. Some of the services offered by the Centres are: 1) formal education and informal training through postgraduate courses, scientific conferences and technical events; 2) best practices to avoid risks and case studies on various topics; 3) advice and support to users of the Treaty systems.³⁴

³³ <https://www.iucn.org/theme/world-heritage/our-work/world-heritage-projects/building-capacity>

³⁴ <http://www.fao.org/plant-treaty/training/training-and-capacity-development-programme/en/>

Capacity in IPPC

National Phytosanitary Capacity is defined as: “The ability of individuals, organisations and systems of a country to perform functions effectively and sustainably in order to protect plants and plant products from pests and to facilitate trade, in accordance with the IPPC.”³⁵

3.3 Capacity building in the context of the Convention on Biological Diversity

The Convention on Biological Diversity requires Parties to establish and keep up programmes for scientific and technical education and training geared at the conservation and sustainable use of biological diversity and its components and to provide support for such education and training for the specific needs of developing countries (Article 12, para. (a)). “It also requires Parties to promote technical and scientific cooperation with other Parties, in particular developing countries, in the implementation of the Convention, and in doing so to give special attention to the development and strengthening of national capabilities, by means of human resources development and institution building (Article 18, paras. 1 and 2) and the development and use of technologies, including indigenous and traditional technologies (Article 18, para. 4). Furthermore, it calls for establishment of a clearing-house mechanism to promote and facilitate technical and scientific cooperation (Article 18, para. 3).”³⁶

Since the outset, Parties to the Convention have taken decisions regarding capacity building, technical and scientific education and training to advance the implementation of the Convention, its objectives and Programmes of Work. Actions addressed to respond to regular calls from Parties, in particular, developing country Parties, for training and enhancement of capacities have found responses through the deployment of numerous tools, mechanisms, education and training programmes on a myriad of subjects and targeting a broad range of actors. The Secretariat has thus sought partnering with organisations and experts to deliver on these demands. Nonetheless, Party requests for increased and perhaps more focused capacity-development programmes and plans are continuously voiced alongside calls for increased financial resources.

Article 6 of the Convention call for Parties to develop a national biodiversity strategy and action plan (NBSAP) and to integrate conservation and sustainable use of biodiversity into sectoral and cross-sectoral activities. Article 6 is one of the only two mandatory commitments in the Convention. The other is the obligation to submit periodic national reports on implementation as contained in Article 26. NBSAPs are the national mechanisms through which each Party organises itself so as to implement its obligations under the Convention and so much attention has been given to strengthening capacities at the national level to design, develop and implement NBSAPs in an effective way.

Importantly, capacity building modules related to NBSAPs were developed by the Secretariat and partners and made available to Parties through the CBD website and other means. Such training

³⁵ IPPC website- <https://www.ippc.int/en/themes/capacity-development/>

³⁶ [UNEP/CBD/COP/13/13](#)

packages were generally accompanied by or delivered through training workshops, mostly at the national and regional level. These capacity building packages were designed to be used for several types of capacity building purposes and audiences but their main audience was the National Focal Points of the Convention and other national staff responsible for implementation of the Convention. These materials covered broad issues linked to NBSAPs ranging from guidance on how to prepare NBSAPs, mainstreaming of biodiversity into other sectors and plans, societal engagement in the development, implementation and updating of NBSAPs, to sub-national biodiversity strategies and action plans.

With the adoption of the Strategic Plan for Biodiversity 2011-2020 and as Parties began preparing their national implementation plans and moved into the revision of their NBSAPs to fulfil Aichi Target 17, it became apparent that reversing the rate of biodiversity loss required multiple actions at different scales, including the improvement of support mechanisms for capacity building, knowledge-sharing and access to financial and technical resources. Some of the requests that followed have focused on calls for the development of global and regional capacity building programmes to provide technical support and facilitate peer-to-peer exchange and which, complementing national activities, could address specific capacity building needs and gaps.

Additionally, calls for the enhancement of partnerships and cooperation with various organisations, with and among UN agencies and major groups in order to strengthen capacity building programmes were also voiced. Parties also realised that key to the enhancement of capacities is the regular exchange of technical and scientific information as well as among experts and practitioners. What followed was the development of a biodiversity knowledge network comprising a database and networks of experts and practitioners through the clearing-house mechanism and the strengthening of national clearing-house mechanism nodes linked to the central clearing-house mechanism to facilitate access to and exchange of information, knowledge, expertise and experience.³⁷

In its decision XII/2, the Conference of the Parties underlined the importance of a coherent and mutually supportive approach to capacity building, exchange of information, technical and scientific cooperation and technology transfer under the Convention and its Protocols and requested the Executive Secretary to, inter alia, continue promoting and facilitating activities to strengthen the implementation of the Strategic Plan for Biodiversity 2011-2020 and its Aichi Biodiversity Targets, and in particular targets where implementation has been weak. In the same decision an evaluation of the effectiveness of capacity building activities that the Secretariat has supported and facilitated was called for alongside a review of related partnership arrangements and opportunities for delivery and an analysis of the gaps in capacity building activities supporting the implementation of the Strategic Plan for Biodiversity 2011-2020. Building on these elements, Parties called for the development of a short-term action plan to enhance and support capacity building, especially for developing countries, in particular the least developed countries and small island developing States, and countries with

³⁷ Ibid. See also Decision X/2, annex, paras. 10 (e), 20, 22 and 24.

economies in transition, and to convene an expert group to examine the proposed short-term action plan prior to its submission to the Subsidiary Body on Implementation for consideration at its first meeting.

The Secretariat carried out an online survey in December 2015 to evaluate the effectiveness of capacity building activities facilitated and/or supported by the Secretariat during the period 2013-2015. Existing partnership arrangements and opportunities for delivery of capacity building support to Parties as well as indigenous peoples and local communities (IPLCs) were assessed and gaps in capacity building activities supporting the implementation of the Strategic Plan for Biodiversity 2011-2020, based on the information provided by Parties in their fifth national reports, NBSAPs and national capacity self-assessment (NCSA) reports were also analysed.

A draft short-term action plan (2017-2020) to enhance and support capacity building for the implementation of the Strategic Plan for Biodiversity 2011-2020 and its Aichi Biodiversity Targets³⁸ was thus developed by the Secretariat and made available to the Subsidiary Body on Implementation (SBI) at its first meeting in May 2016. Based on feedback received by Parties to further streamline and focus the action plan and included in the recommendation from SBI, the Secretariat worked on a revised draft to be made available for consideration by the Conference of the Parties at its thirteenth meeting.

3.3.1. Revised short-term action plan (2017-2020) to enhance and support capacity building for the implementation of the Strategic Plan for Biodiversity 2011-2020 and its Aichi Biodiversity Targets³⁹

In response to notifications issued by the Secretariat of the CBD, Parties to the Convention identified key capacity building and scientific and technical needs related to the achievement of various Aichi Biodiversity Targets. Some examples of these needs include:

- Tools for translating biodiversity awareness to mainstreaming across relevant sectors, policies and programmes (Target 1)
- Appropriate accounting systems to reflect/integrate biodiversity and ecosystem services in national accounts (Target 2)
- Methodologies for identifying perverse incentives to biodiversity conservation (Target 3)
- Tools to support Parties in translating sustainable development principles into national policies (Target 4)
- Tools for modelling scenarios of the social and economic consequences of biodiversity loss (Target 5)
- Capacity for addressing biodiversity issues within the framework of fisheries management (Target 6)

³⁸ [UNEP/CBD/SBI/1/6/Add.1](#)

³⁹ [UNEP/CBD/COP/13/13](#)

- Examples of appropriate models for global sustainable agricultural development (Target 7)
- Data and information related to critical loads, safe ecological limits and thresholds for different pollutants in different ecosystems (Target 8)
- Methodology for cost-benefit analysis of eradication or control of invasive alien species (Target 9)
- Tools for identifying ecosystems particularly vulnerable to climate change or ocean acidification and for monitoring the pressures on them (Target 10)
- Integration of protected areas into the wider landscape and seascape and Effective protection of inland waters ecosystems (Target 11)
- Tools to support species recovery and conservation programmes to supplement those developed under other conventions and organisations, e.g. the Convention on Migratory Species and CITES (Target 12)
- Capacity for effective ex situ conservation of wild relatives (Target 13)
- Guidance for managing ecosystems for the delivery of multiple ecosystem services (Target 14)
- Tools and methodologies to help in identifying potential areas for restoration, including through assessments of costs and benefits (Target 15)

Based on analysis of key scientific and technical needs identified as well as through the results of the national capacity self-assessments (NCSAs) carried out between 2003 and 2010 with UNDP-GEF's support, among other relevant sources of information, the short-term action plan for the 2017-2020 period was developed. The plan includes a series of core capacity building and technical and scientific cooperation activities to support the implementation of the Strategic Plan and its Aichi Targets. The activities in the plan are intended to be implemented in an integrated and coordinated manner from 2017-2020 highlighting the importance of establishing partnerships of relevant actors at all levels.

The plan is comprised of Guiding Principles and a strategic framework with:

- a) Strategic priorities
- b) Target audience
- c) Strategic approaches
- d) Means of implementation
- e) Monitoring and evaluation

3.3.2. Beyond 2020: the process towards a long-term action plan on capacity building

The process towards the development of a post-2020 strategic framework for capacity building led by the Secretariat of the Convention on Biological Diversity follows the mandate provided by Parties to the Convention through decision [XIII/23](#) "Capacity building, technical and scientific cooperation, technology transfer and the clearing-house mechanism" of the thirteenth meeting of the Conference of the Parties (notably sub-paragraphs 15(a), 15(b), 15(m) and 15(n) and paragraph 16).

Sub-paragraph 15(a) and 15(b) call for the promotion of a more integrated and coordinated approach and the strengthening of coherent action on capacity building across organisations while sub-paragraphs 15(m) and 15(n) call for the development of a longer-term strategic framework for capacity building beyond 2020 in line with the follow-up to the Strategic Plan for Biodiversity 2011-2020. Paragraph 16 calls for the promotion of synergies to be gained from cooperation among the biodiversity-related conventions and international organisations when facilitating and implementing capacity building activities⁴⁰. Paragraph 16 makes a link to [decision XIII/24](#), which in two Annexes presents options for enhancing synergies among the biodiversity-related conventions at the national level as well as a road map 2017-2020 for enhancing synergies among the biodiversity-related conventions at the international level.

15. (a) To continue work to promote a more integrated and coordinated approach to capacity building and technical and scientific cooperation, through multiple partnerships, including with biodiversity-related multilateral environmental agreements and other relevant conventions;

(b) To invite relevant international organisations, including United Nations bodies, to strengthen coherent action on capacity building and through an integrated support platform of the clearing-houses of the Convention for identifying the needs of Parties and of indigenous peoples and local communities and linking them with available expertise and knowledge, using the clearing-house mechanism; ...

(m) To initiate the process for preparing a long-term strategic framework for capacity building beyond 2020, ensuring its alignment with the follow-up to the Strategic Plan for Biodiversity 2011-2020 and the work of the Protocols, and ensuring its coordination with the time table for the development of this framework, with a view to the timely identification of the priority capacity building actions, for consideration by the Subsidiary Body on Implementation at its third meeting and for subsequent consideration by the Conference of the Parties at its fifteenth meeting;

(n) To prepare, in the context of the process referred to in paragraph 15(m) above, terms of reference for a study to provide the knowledge base for the preparation of the long-term strategic framework for consideration by the Subsidiary Body on Implementation at its second meeting and subsequently by the Conference of the Parties at its fourteenth meeting, ensuring that the study takes into account, inter alia, the implementation of the short-term action plan for capacity building referred to in paragraph 1 above and relevant experiences reported by Parties in their national reports;

16. Requests the Executive Secretary, urges Parties, and invites other Governments and relevant organisations to promote synergies in accordance with decision XIII/24 on cooperation with other conventions and international organisations, when facilitating and implementing capacity building activities.

Several **elements in Decision XIII/23** are worth highlighting.

- **Adopts the Short-term Action Plan (2017-2020)** to Enhance and Support Capacity building for the Implementation of the Convention and its Protocols;
- Invites Parties, other Governments and relevant organisations to contribute to the implementation of the action plan;
- Enumerates a number of complementary measures and encourages their implementation, for example: organizing **targeted training courses and workshops**, tailored to the needs of specific countries and target groups; developing and exchanging **additional relevant education and training materials** at

⁴⁰ It is important to note that IUCN (including initiatives and partnerships of which IUCN is member) is cited as possible partner in capacity building activities under the Short-Term Action Plan for the following Aichi Targets: 1, 3, 4, 5, 14 and 15 (indirectly 7, 11, 12 and 13), 5 and other forest-related targets, 6, 10, 11, 9, 11, 14, 14 and 8, 15, 14 and 7, 17, cross-cutting activities – gender mainstreaming, national reporting.

the national, regional and international levels; setting up mechanisms to **facilitate networking and sharing of experiences, best practices and lessons learned** in promoting biodiversity-related education and training at all levels; **promoting partnerships** between Governments and academic institutions, as well as relevant organisations and centres of excellence to deliver tailored training programmes for government officials, indigenous peoples and local communities and relevant stakeholders;

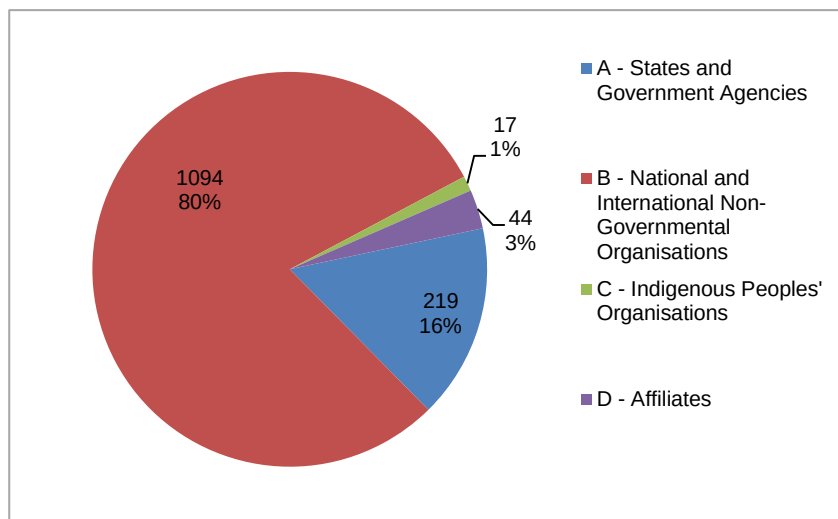
- Invites Parties to contribute to technical and scientific cooperation by **providing information on priority needs**, offering examples of **effective practices, identifying synergies with their activities on science, technology, and technical and scientific cooperation**, and facilitating the **linking of the needs of Parties with available support for technical and scientific cooperation**;
- Requests the Executive Secretary, subject to the availability of resources: To continue work to **promote a more integrated and coordinated approach to capacity building and technical and scientific cooperation**, through multiple **partnerships**, including with biodiversity-related multilateral environmental agreements and other relevant conventions; invite relevant international organisations, including United Nations bodies, to strengthen coherent action on capacity building and through an **integrated support platform** of the clearing-houses of the Convention for identifying the needs of Parties and of indigenous peoples and local communities and linking them with available expertise and knowledge, using the clearing-house mechanism; to take a **more strategic approach in identifying and establishing partnerships** with organisations and other entities that have comparative advantages in terms of expertise, resources and networks and ability to add considerable value to capacity building efforts;
- To **initiate the process for preparing a long-term strategic framework for capacity building beyond 2020**, ensuring its alignment with the follow-up to the Strategic Plan for Biodiversity 2011-2020 and the work of the Protocols, and ensuring its coordination with the time table for the development of this framework, with a view to the timely identification of the priority capacity building actions, for consideration by the Subsidiary Body on Implementation at its third meeting and for subsequent consideration by the Conference of the Parties at its fifteenth meeting; and
- Requests the Executive Secretary, urges Parties, and invites other Governments and relevant organisations to **promote synergies in accordance with decision XIII/24 on cooperation with other conventions and international organisations, when facilitating and implementing capacity building activities**.

4. IUCN SURVEY ON SYNERGIES AND CAPACITY BUILDING

4.1 IUCN and its work in support of MEAs

IUCN harnesses the knowledge, resources and reach of approximately 1300 Member organisations. These include States and government agencies, NGOs large and small, Indigenous Peoples' organisations, scientific and academic institutions and business associations (Graph 1)⁴¹.

⁴¹ IUCN Members are divided into 4 distinct Categories – A through D.



Graph 1: IUCN Membership structure

IUCN also counts with six Commissions which unite more 10,000 volunteer experts from a range of disciplines. They assess the state of the world's natural resources and provide the Union with sound know-how and policy advice on conservation issues.

IUCN's work supports the advancement of environmental goals across conventions and global processes including the Sustainable Development Goals. The knowledge products developed by IUCN together with other tools and the wealth of experience vested in the Union have been instrumental in devising nature-based solutions to the most pressing environmental and societal challenges.

In its 70 years of existence, IUCN has played an important role in the creation and drafting of several MEAs in the biodiversity cluster. For instance, IUCN was involved in initiating both the CBD and

CITES and in the elaboration of the preparatory text of the CMS. In addition, both the Ramsar Convention and the WHC have formal links to IUCN in their convention texts.⁴²

IUCN Programme Areas & SDGs



As a leading provider of biodiversity knowledge, tools and standards that help conservation planning, IUCN also plays an important role in the implementation of the biodiversity-related conventions and works together with the Secretariats of many of these conventions in support of their objectives and fulfilment of their priorities. Some highlights of this important role are presented below.

⁴² Urho, N. (2009). *Possibilities of enhancing cooperation and co-ordination among MEAs in the biodiversity cluster*. Copenhagen: Nordic Council of Ministers. P. 49

Convention on Biological Diversity (CBD):

Through its policy, technical and field work at the global, regional and national level, IUCN actively supports the implementation of the CBD at all its levels. IUCN's policy recommendations on specific issues and its technical information papers regularly feed into decisions of the COP and the CBD's subsidiary bodies. IUCN has signed agreements and MOUs with the CBD Secretariat and it is a trusted source of scientific and technical expertise.

Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES):

IUCN's role in CITES is twofold: on the one hand side IUCN together with TRAFFIC provides scientific analyses of proposals to amend the appendices – the so-called Analyses, on the other hand, it serves as a “critical friend” which helps States to rethink their assessment and position. IUCN's role as a major technical advisor to the Convention is explicitly agreed upon in the Memorandum of Understanding between IUCN and the CITES Secretariat.

World Heritage Convention (WHC):

IUCN is one of three organisations named in Article 8 of the Convention to advise the World Heritage Committee in its work. IUCN is the official advisory body on nature under the World Heritage Convention. IUCN evaluates sites nominated for the World Heritage List and monitors the state of conservation of listed sites. IUCN aims to improve the management of World Heritage sites and enhance the role of the World Heritage Convention in nature conservation and sustainable development. IUCN actively participates in the deliberations of the Committee.

Ramsar Convention on Wetlands:

In addition to hosting the Secretariat, IUCN collaborates with Ramsar in supporting countries in accession to the Convention, provides scientific assistance in the designation of Ramsar sites, assisting at site level management, and supporting the capacity to link local communities with government authorities to ensure the conservation of wetlands. Further, IUCN has the opportunity to advise the STRP on its experience with successful wetland management and participate in the preparation of guidance to Parties and resolution.⁴³

International Whaling Commission (IWC):

IUCN Members have expressed, through Resolutions and Recommendations of General Assemblies and World Conservation Congresses, the Union's position vis-à-vis issues surrounding the conservation and sustainable use of whales. In addition, IUCN has long played an important role in the Scientific Committee and has been represented since 1976. The IUCN representative to the IWC Scientific Committee is recognised as a non-voting member. Moreover, IUCN has attended meetings of the IWC Commission, as an Observer, since 1966. More recently, and following the mandate in IUCN's Resolution 3.007 (2004) through which Members called the Director General to promote the

⁴³ IUCN (2015). IUCN-Ramsar Collaboration. Supporting the Wise Use of Wetlands. Gland, Switzerland: IUCN.

protection of western grey whales throughout their range, in 2006 IUCN established a permanent Western Grey Whale Advisory Panel (WGWAP)⁴⁴ which is linked and supports the work of the IWC.

IUCN also works with the Convention on Migratory Species (CMS) and the International Treaty for Plant Genetic Resources for Food and Agriculture (ITPGRFA) to a much lesser extent and in particular through specific Specialist Groups under its expert Commissions.

4.2 The specificity of the IUCN survey

The considerable body of literature on cooperation and synergies between multilateral environmental agreements, including in relation to capacity building activities and approaches, have focused on, and have been addressed to, National Focal Points of the different conventions and international agreements.

With the adoption of the 2030 Agenda for Sustainable Development and the Paris Agreement on climate change, the world has witnessed a gradual transformation of international governance. While governments enter into binding agreements to address global challenges, there is increasing recognition that the implementation of such commitments requires the buy-in, the engagement and efforts from all stakeholders, including civil society at large, national, sub-national and local governments as well as the private sector.

In light of this, IUCN with its unique governance structure and network comprising Governments and government agencies, non-governmental organisations (NGOs), Indigenous Peoples' organisations (IPOs) and affiliates from the academia and others, sought the views of its Members on to inform the development of global biodiversity frameworks for the post-2020 period. On the one hand, Members were asked for views on their perceived capacity building needs and on areas where capacity building could lead to enhanced cooperation among the biodiversity-related conventions; this in order to feed into the long-term strategic framework for capacity building beyond 2020. On the other hand, and in alignment with the latter, views from IUCN Members were sought in relation to the development and structure of the post-2020 global biodiversity framework.

4.3 Parameters of the survey

The IUCN survey to inform Global Biodiversity Frameworks was divided in two parts. Part I (17 questions) covered synergies across the BRCs and the long-term strategic framework for capacity building and is presented in **Annex 1**. Part I of the survey is the most relevant for this analysis and aimed to gather views and inputs regarding capacity development needs at national level to implement biodiversity conservation goals and targets, and how a future strategic framework for capacity building can support more integrated approaches for biodiversity.

⁴⁴ <https://www.iucn.org/western-gray-whale-advisory-panel>

Part II of the survey (9 questions) looked at the process towards the post-2020 global biodiversity framework as a follow-up to the Strategic Plan for Biodiversity 2011-2020. Results gathered through Part II of the survey are not presented here.

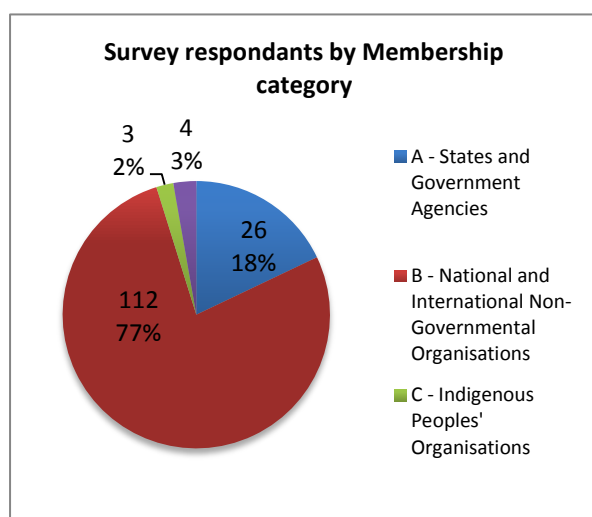
The IUCN survey was open for three weeks between 10 September and 1 October 2018. The survey, using the Survey Monkey platform, was distributed to all primary contacts of IUCN Member organisations, in English, French and Spanish. The Chairs of IUCN's six Commissions were invited to participate on behalf of their constituencies. Consultations were encouraged but only one response per IUCN Member (and Commission) was allowed. The questions in the survey combined ranking, multiple choice and open questions.

4.4 Overview of results

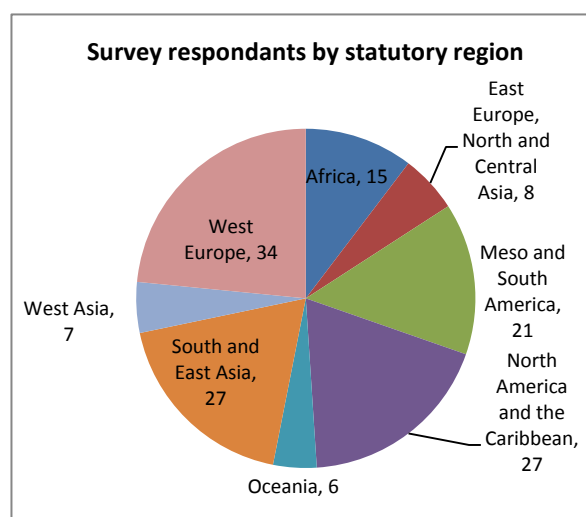
This section presents the responses to Part I of the survey following the order in which they are organized in the survey itself (see **Annex 1**).

Information about the respondents

145 IUCN Members participated in the survey, which corresponds to 10.5% of the entire membership. Nonetheless, the proportion of responses in terms of membership category roughly corresponds to the actual membership distribution, albeit a slight over representation from Category A (States and government agencies) and Category B Members (national and international NGOs) (see **Graph 2.1**). In terms of geographic distribution, responses were received from all statutory regions but mostly from West Europe, South and East Asia and North America and the Caribbean (see **Graph 2.2**). Interestingly, 18 representatives of government agencies/State Member declared being or having been a National Focal Point for at least one biodiversity-related convention – most to the CBD.



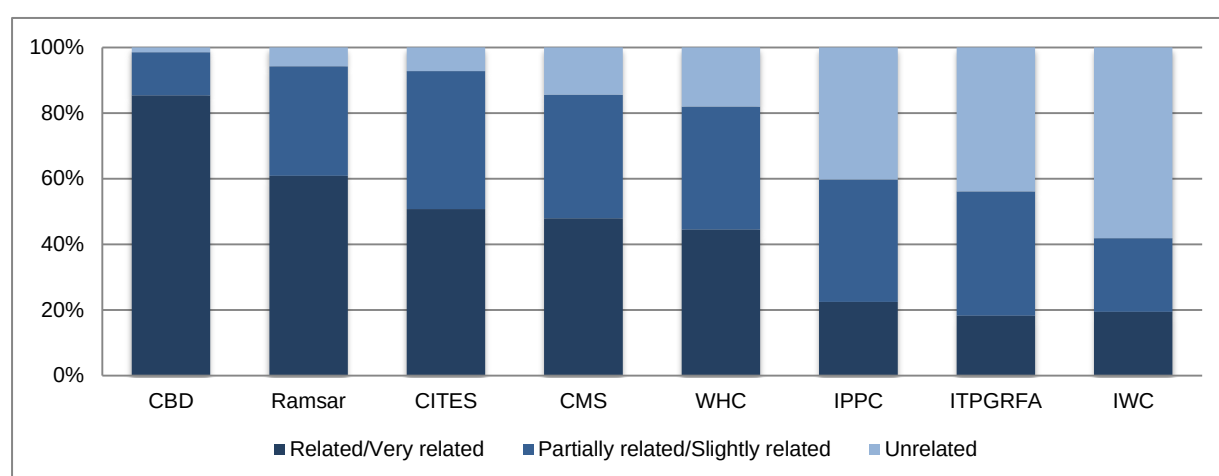
Graph 2.1



Graph 2.2

IUCN Members to a large extent align their work to the Union's [mission and vision](#). However, contributions of their work to the implementation of the BRCs seem less direct. In their responses,

IUCN member organisations indicated that their work is mostly related to the CBD, Ramsar, CITES and CMS and to a lesser extent to the ITPGRFA and IWC (**Graph 3**). When asked how their work contributes to the implementation of these conventions, several Members indicated their work fall under more than one Convention. Usually when related to creation, management and protection of protected areas/habitats reference is often made to Ramsar, World Heritage and CBD together. When the indicated area of work is species-related, it is mostly about protection and conservation of threatened and/or migratory species in general, some work on particular species, and combatting illegal wildlife trade (CITES, CMS). Some Members indicated working with governments in the development of NBSAPs and national reports, and in projects to implement the BRCs. A number of them also work on campaigns to raise awareness about biodiversity loss, the importance of particular ecosystems, and impacts of on trade of critically endangered species. (see **Annex 2** for word cloud)

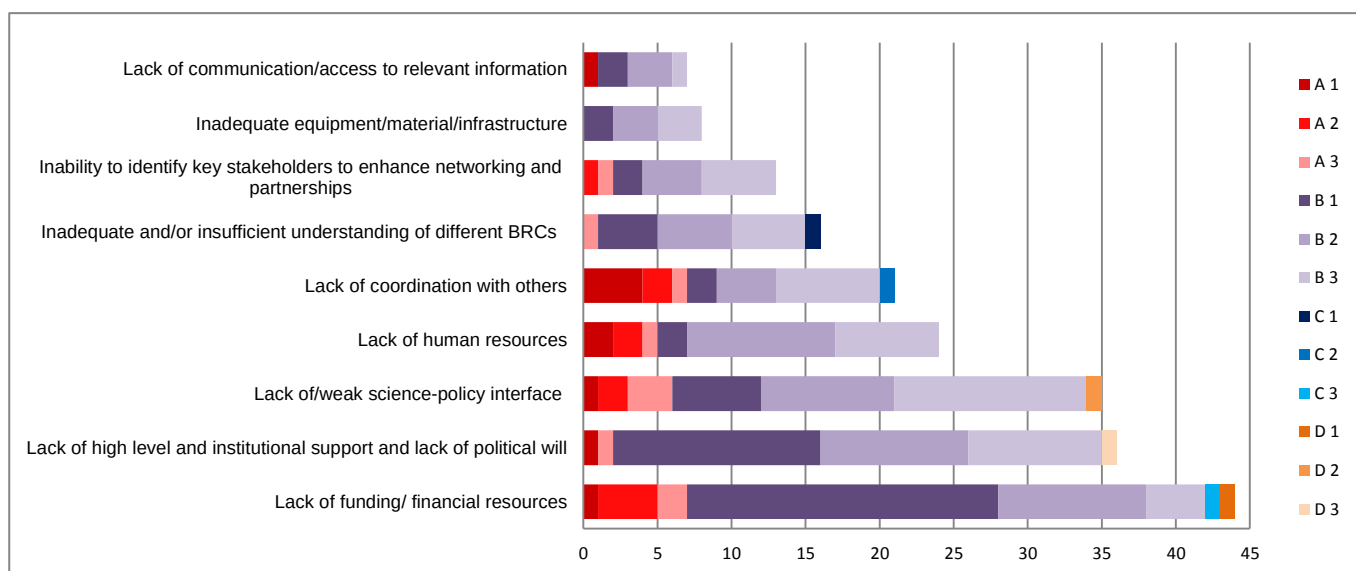


Graph 3: Indicate to what extent the work of your organisation/Government agency is related to these conventions

Identifying challenges and capacity development needs

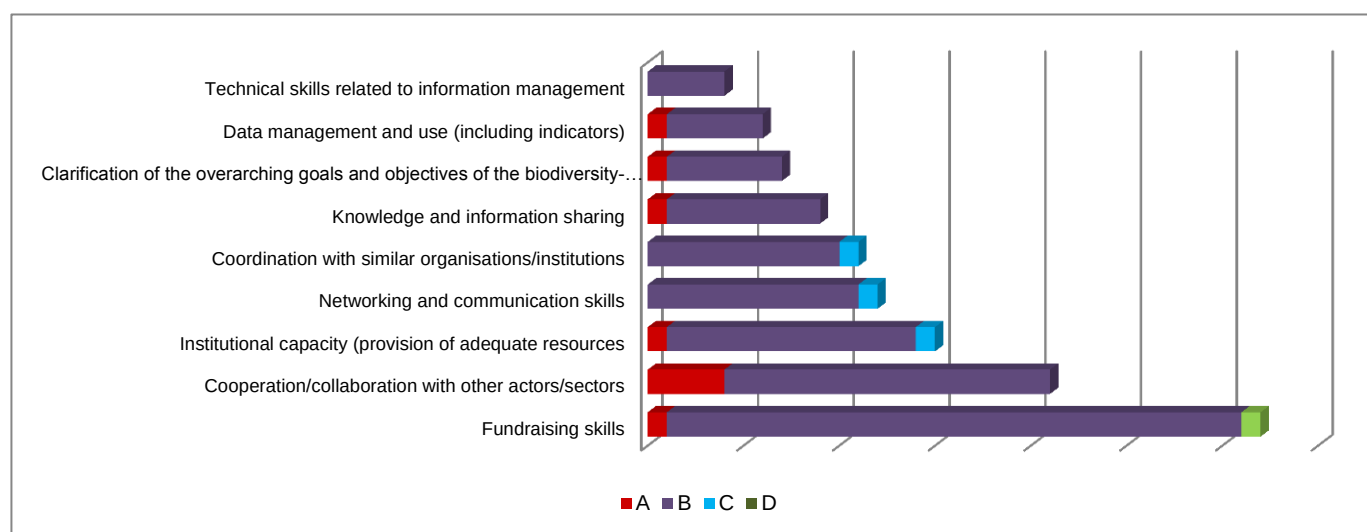
Having clarity about which capacities need to be built, of whom, and what for is an essential first step for the development of any framework for capacity building. Here we distinguish between more general needs and technical capacities, from the capacities strictly related to biodiversity conservation. Developing the former could certainly contribute to the development of the latter.

The graph below (**Graph 4**) shows the most important challenges identified by respondents to fulfil their mandate. Overall, lack of financial resources was the most commonly cited challenge, followed by lack of institutional support/political will and lack of/weak science-policy interface. However, these are not ranked the same across membership categories. While the most pressing constraint for Non-Governmental Organisations (B or NGOs) and affiliates (D) is indeed lack of financial resources, for Government Agencies/State Members (State Members, A) is the lack of coordination. Indigenous Peoples' Organisations (C, IPOs) cited inadequate understanding of BRCs.



Graph 4: What are the three most important challenges your organisation/Government agency faces in fulfilling its mandate? Rank them in order of importance 1-3 where 1 is the most important

Accordingly, identified capacity building needs are first and foremost the development of fundraising skills for NGOs and affiliates, and cooperation/collaboration with other actors/sectors for State Members (**Graph 5**). Other capacity need identified was the integration of the value of biodiversity and ecosystem services in sectors.



Graph 5: Please identify needs that your organisation/Government agency considers a priority

Achieving biodiversity conservation through policies, projects, strategies, programmes or initiatives requires cooperation and engagement at all levels of society. These are all plans of action developed and executed by different actors/sectors but exhibit some common features/areas, each with a necessary set of skills that we summarized as: Framing, Formulation and design, Implementation/execution, Evaluation and review, and Empowerment and communication.



These common areas can be thought of as functional capacities or all-purpose skills⁴⁵. Members were asked to indicate for each actor and sector (States, NGOs, IPOs, private sector and general public) where capacity development is the most needed (**Table 1**).

States and government agencies and the private sector were thought to need more capacity in implementation and execution, while NGOs would need to develop capacity in evaluation and review according to the survey participants; IPOs need capacity building in empowerment and communication as does the general public.

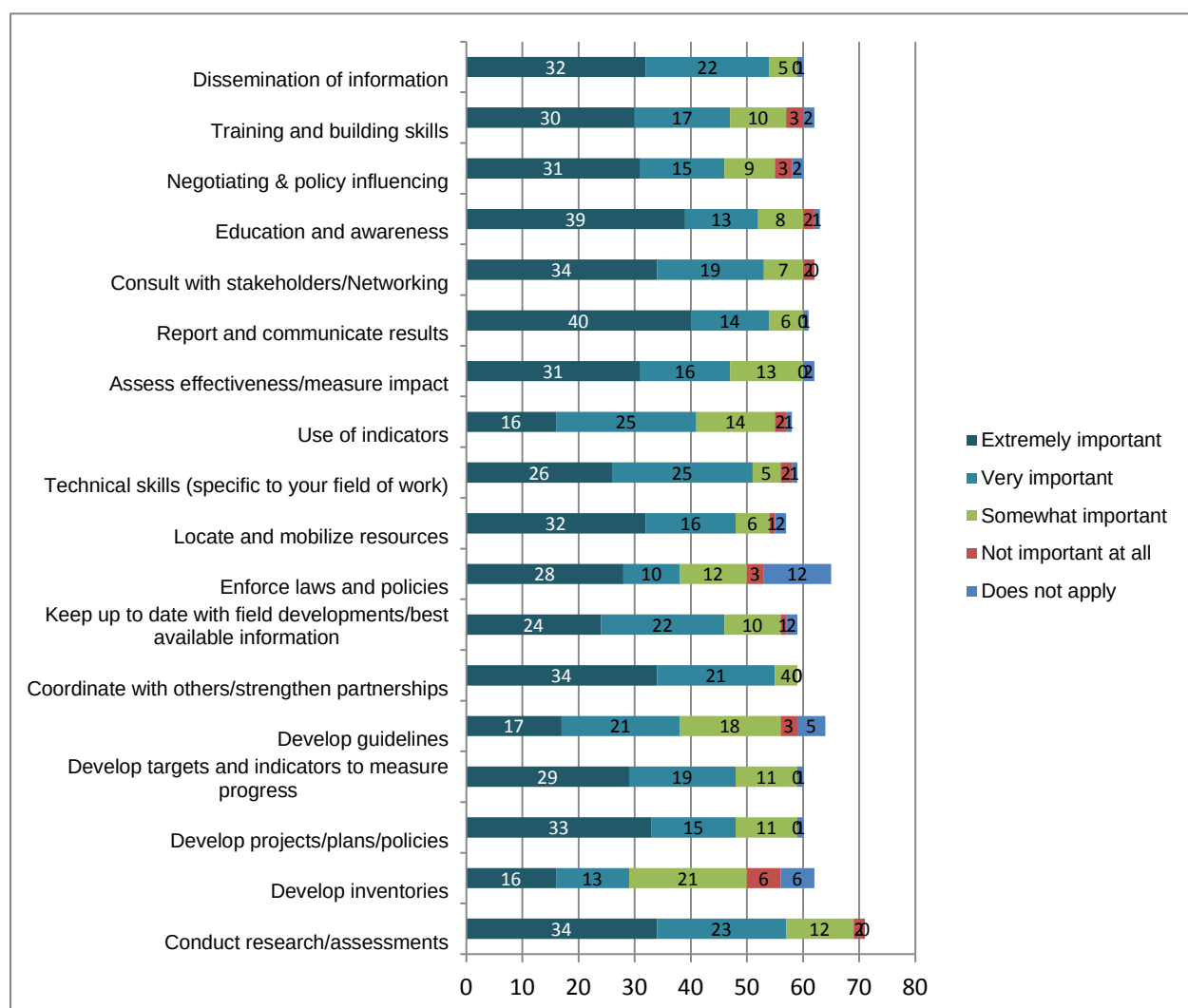
Membership category	Framing (scoping)				Formulation and design				Implementation and execution				Evaluation and review				Empowerment and communication			
	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D	A	B	C	D
States and government agencies	1	10	-	-	2	11	-	-	2	25	1	1	2	6	-	-	2	3	-	-
National and international non-governmental organisations	1	8	-	1	2	10	1	-	1	15	-	-	2	16	-	-	1	6	-	-
Indigenous peoples' organisations & local communities	3	8	-	-	1	9	-	-	-	7	-	-	-	5	-	-	3	25	1	-
Private Sector	0	11	-	-	3	13	-	-	3	13	1	1	1	10	-	-	0	7	-	-
General public	1	11	-	-	-	1	-	-	2	7	-	-	1	7	-	-	3	28	1	1

Table 1: for each actor/sector please indicate where capacity is the most needed.

⁴⁵ Capacity Development: A UNDP Primer. United Nations Development Programme. 13 October 2009

In self-assessing their needs in developing technical capacities, State Members indicate needing capacity building equally in all five areas; NGOs place more and equal importance in implementation and evaluation. Indigenous peoples' organisations identify empowerment and communication as the area where they need to build capacity.

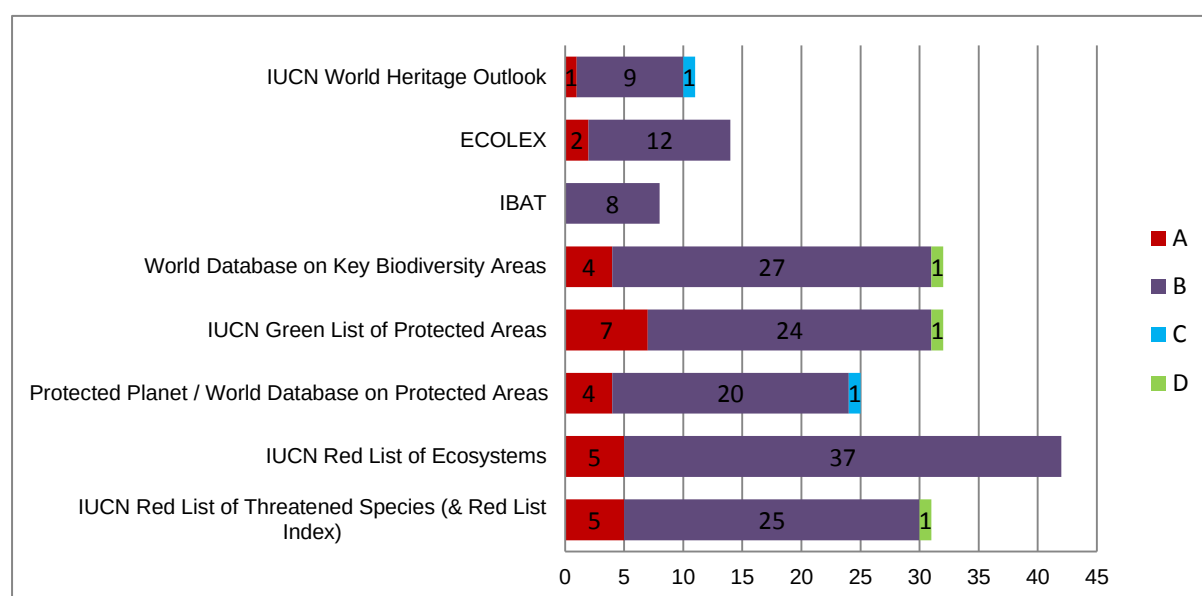
After evaluating what technical capacities the different actors need, a list of specific types of skills associated with technical capacities was presented to survey participants in order to assess how important they considered them to be to accomplish their work. Regardless of their area of work or membership category, the vast majority of respondents (around 80%) considered all listed capacities as being extremely/very important (**Graph 6**). State Members considered more important the development of targets and indicators to measure progress, coordination with others and strengthen partnerships, enforcing laws and locate and mobilise resources. For NGOs, building capacity to coordinate with others and strengthening partnerships, dissemination of information, reporting and communicating results and capacities for technical skills specific to their area of work were considered as very/extremely important.



Graph 6: How important the various types of capacities listed above are for your organisation to accomplish its work

Capacity building in areas of synergies among the BRCs: Information management, NBSAPs and Strategic Plan for Biodiversity 2011-2020

IUCN is a leading provider of biodiversity knowledge, tools and standards that help conservation planning and that are used by multiple BRCs. Of the suite of knowledge products by IUCN, respondents prioritised learning more about the IUCN Red List of Ecosystems, followed by the IUCN Green List of Protected and Conserved Areas, and the World Database on Key Biodiversity Areas. (Graph 7).



Graph 7: Choose the conservation tools your organisation would prioritise learning about

National Biodiversity Strategies and Action Plans (NBSAPs) are the main vehicles of national implementation of the Convention on Biological Diversity. NBSAPs are broad planning processes consisting of different elements such as laws and administrative procedures; scientific research agendas; programmes and projects; communication, education and public awareness activities; forums for inter-ministerial and multi-stakeholder dialogue – which makes them equally relevant to other biodiversity-related conventions and agreements. NBSAPs have been identified as one of the areas where synergies between BRCs can be achieved at the national level.

One crucial aspect of the NBSAP process is the participation of different economic sectors, interest groups and government agencies. In fact, some IUCN Members that participated in survey have been involved in the development of NBSAPs (40 affirmative responses – 28% of which 8 were category A members), participated in national consultations and workshops, provided data and technical support and other inputs (See **Annex 2** for Word cloud).

Much like for developing policies, projects, and strategies, the development of NBSAPs also requires particular skills. Participants were provided with a list of capacities associated with the NBSAPs

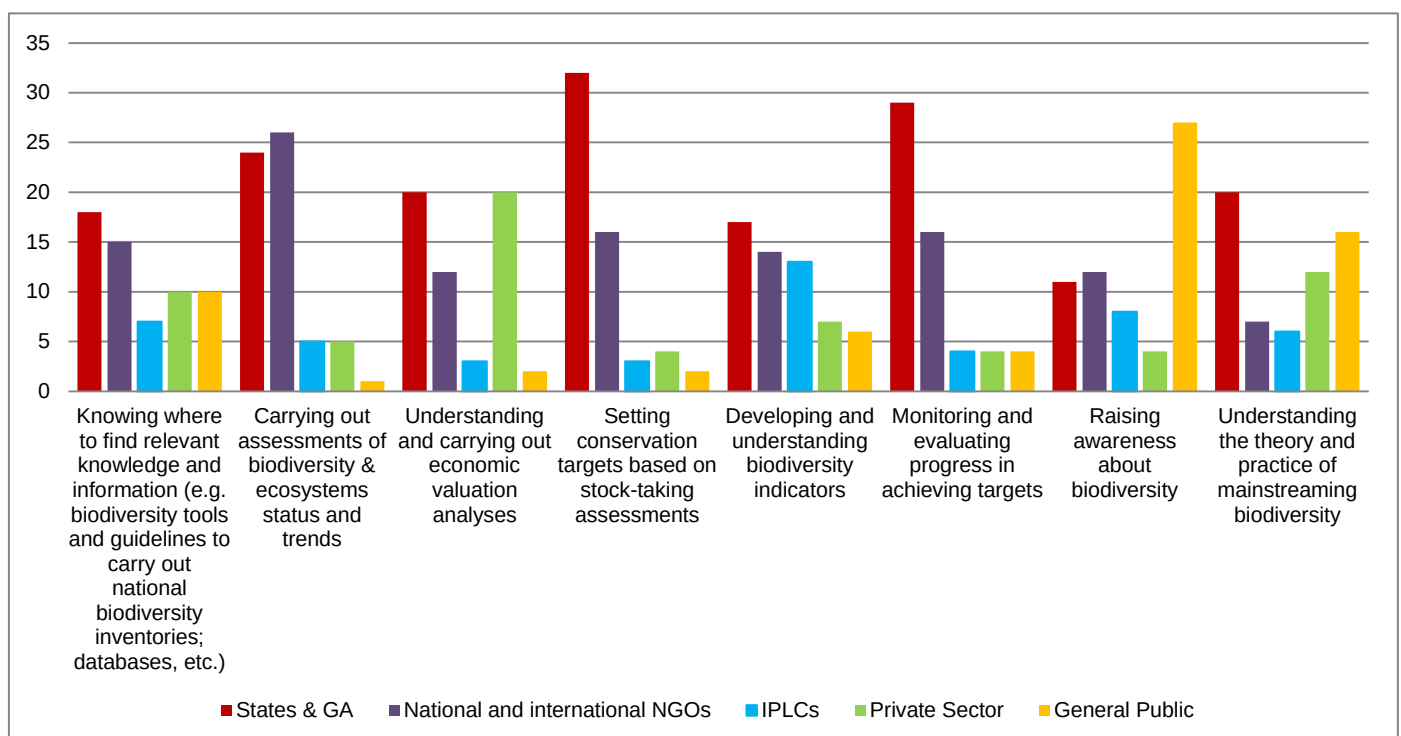
process and asked to indicate for each group of stakeholders which capacity was most needed (**Graph 8**). Setting conservation targets based on stock-taking assessments and monitoring and evaluating progress to achieve targets were the two most needed capacities for States. For NGOs it was carrying out assessments of biodiversity while for IPOs was developing and understanding biodiversity indicators. Respondents considered that the private sector needs more capacity in understanding and carrying out economic valuation analyses and the general public, capacity to raise awareness about biodiversity. Understanding mainstreaming of biodiversity also featured in a relatively prominent way for governments, the private sector and the general public.

When asked if their organisation would benefit from capacity development activities that focus on enhancing general understanding about NBSAPs and other biodiversity-related planning processes, 88% of respondents answered affirmatively. As some Members explain:

“We are [a] leading platform for environmental practitioners, policy makers and government agencies. It would be a strong asset for us to have a good understanding about NBSAPs, in order to better organize the activities that would link the private and public actors into a meaningful and result-oriented way that should be driven by the objectives of the BRCs.”

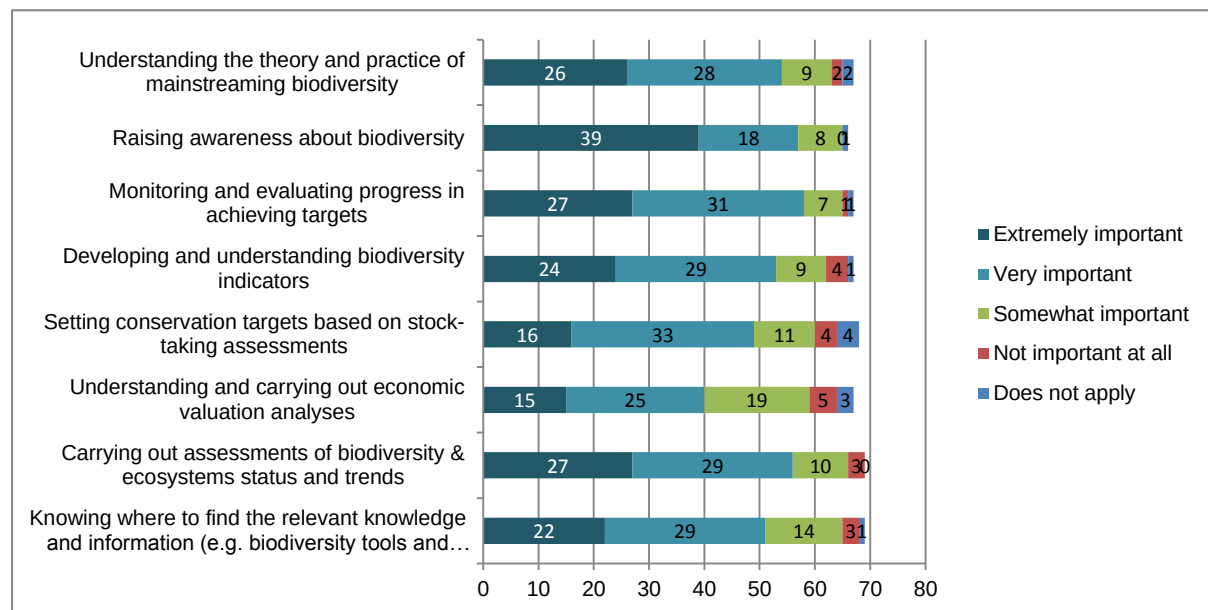
“El desarrollo de capacidades sobre las EPANB es importante para todas las organizaciones, ya que permite crear competencias en los actores claves para el logro de los objetivos de los BRC, facilitando la comprensión e integración”.

“Better understanding of the different processes and therefore [would have] the ability to see and capitalise on synergies”



Graph 8: In the context of NBSAPs, indicate which area is the one they need to develop capacity the most

As before, in addition to identifying who would need to develop what capacity, participants were also asked to indicate how important the capacities associated with the NBSAPs are in order to achieve biodiversity conservation (**Graph 9**). Most responded that these capacities are very/extremely important, especially State Members. Although NGOs for the most part also considered these capacities to be important, understanding and carrying out economic valuation and setting conservation targets were considered by a small few as not important at all or did not apply to their organisation's work.



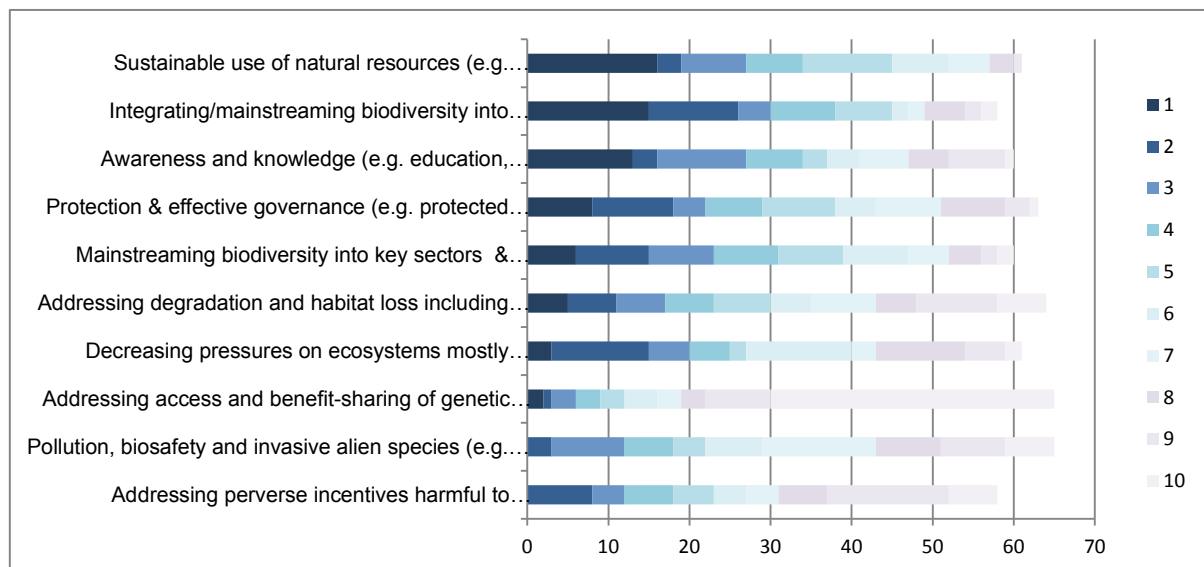
Graph 9: Indicate how important the various types of capacities listed above are for your organisation to achieve biodiversity conservation

Strategic Plan for Biodiversity and the Aichi Targets: overlapping areas of work

The Strategic Plan for Biodiversity 2011-2020 and its Aichi targets constitute a universal framework for action on biodiversity, and while each BRC has its own mandate and approaches, they all ultimately contribute towards conserving and sustainably using biodiversity. The themes below cover all of the Aichi Targets and targets established under other BRCs:

- Awareness and knowledge (e.g. education, awareness, research, traditional knowledge) – AT1, AT18, AT19
- Integrating/mainstreaming biodiversity into development planning (e.g. poverty reduction plans, national development planning, spatial planning) - AT2, AT20
- Addressing perverse incentives harmful to biodiversity (e.g. agricultural subsidies) - AT3
- Mainstreaming biodiversity into key sectors & addressing consumption and production patterns (e.g. agriculture, tourism, energy, extractives) - AT4
- Sustainable use of natural resources (e.g. agriculture, forestry, fisheries, marine and freshwater resources, rangelands, wildlife) - AT5, AT6, AT7
- Decreasing pressures on ecosystems mostly affected by climate change (including coral reefs, mountains, low lying forests and paramos) & Combating desertification – AT10, AT15
- Pollution, biosafety and invasive alien species (e.g. industrial pollution, chemicals, plastics, living modified organisms, genetically modified organisms, invasive species) – AT8, AT9

- Protection & effective governance (e.g. protected areas including marine protected areas, other area-based conservation measures, connectivity, genetic diversity, species protection) – AT11, AT12, AT13
- Addressing degradation and habitat loss including through restoration (restoration of ecosystems and ecosystem services, restoration of species, restoration for climate resilience and adaptation) – AT14, AT15
- Addressing access and benefit-sharing of genetic resources (ABS) – AT16



Graph 10: How would you prioritize capacity building for the following themes? On a scale from 1-10 with 1 being the most important

Overall, on a scale from 1 to 10, sustainable use of natural resources (encompassing Aichi Targets 5, 6 and 7) received the higher number of 1 (**Graph 10**). However, this applied mostly to NGOs. Indeed, most State Members would prioritize capacity building on Integrating/mainstreaming biodiversity into development planning, followed by mainstreaming in key sectors (Aichi Targets 2, 4 and 20). NGOs also placed first awareness and knowledge followed by Integrating/mainstreaming biodiversity into development planning. When combining results for 1, 2 and 3, these three remain the main areas prioritised for capacity building. Only one IPO member responded, also placing first the sustainable use of natural resources. Surprisingly, the areas that were less prioritized were Access and Benefit Sharing of genetic resources, pollution, and addressing perverse incentives.

Table 2 presents the contribution of the BRCs to the Aichi Targets according to existing literature, and could be used to identify where there is more overlap between the conventions and thus target the capacity building efforts to maximize synergies. Interestingly, Aichi Target 12 is the one that most conventions contribute to yet is, according to the Global Biodiversity Outlook 4 (GBO4), one of the targets exhibiting the least progress.

For those areas that were identified as priority, respondents identified several types of capacity building needed. One of the most commonly cited was the understanding principles, concepts and linkages. Other types of capacity needed were related to valuation of ecosystem services, development of sustainable practices in sectors depending on and having an impact on biodiversity

such as agriculture and energy, the use of technology in research and practices. Strengthening laws and their enforcement was also mentioned. Some of the Members shared:

“Developing and prioritizing of sustainable livelihood opportunities for natural resources dependent communities”

“Comprender los aspectos teóricos y prácticos del uso sostenible de los recursos naturales Llevar a cabo evaluaciones sobre el estado y las tendencias de la biodiversidad, ecosistemas y recursos naturales Desarrollar planes, políticas o estrategias de manejo y apoyo para el uso sostenible de los recursos.”

“In-job training for senior staff; partnerships with research institutions; capacity to host research staff; broad base of citizen science activists.”

“Valoración de Servicios Ecosistémicos, generación de indicadores, Creación de Sistemas de Monitoreo, revisión y verificación de políticas, compromisos internacionales y construcción política para cobro de derechos ambientales”

“It is not so much that my organisation needs to build capacity with respect to indigenous/traditional knowledge; however, I find that this is a weakness in many organisations involved with these BRCs. This capacity needs to be increased across the board”.

CBD Aichi Targets	CITES ⁴⁶	CMS	RAMSAR ⁴⁷	ITPGRFA ⁴⁸	WHC	IPPC	IWC
1	x	x		x	x		
2	x	x	x		x		
3	x	x	x				
4	x	x	x	x			
5		x	x				
6	x	x	x				
7	x	x	x	x			
8		x	x				
9	x	x	x			x	
10		x	x				
11		x	x		x		
12	x	x	x	x		x	x
13		x		x			
14	x	x	x		x		
15		x					
16		x					
17	x	x		x	x		
18	x	x	x	x	x		
19	x	x		x	x		
20	x	x			x		

Table 2: contributions of the BRCs to the Aichi Targets

⁴⁶ UN Environment (2016) Understanding synergies and mainstreaming among the biodiversity related conventions: A special contributory volume by key biodiversity convention secretariats and scientific bodies. UN Environment, Nairobi, Kenya. Pp: 67

⁴⁷ <https://www.cbd.int/financial/gef2016/ramsar-synergies.docx>

⁴⁸ UN Environment (2016) Understanding synergies and mainstreaming among the biodiversity related conventions: A special contributory volume by key biodiversity convention secretariats and scientific bodies. UN Environment, Nairobi, Kenya. Pp: 67

Approaches to deliver and/or receive capacity building

There are many different approaches to build capacity. Participants to the survey indicated that the preferred approach for receiving capacity building is face-to-face workshops and seminars. However, many consider that using more than one approach – including small-scale pilot projects and training of trainers' activities – could also prove beneficial. Some respondents argued that in-person activities allow knowledge sharing that would not otherwise be possible.

Some respondents also considered that activities such as the following have successfully contributed in their view to build synergies across BRCs:

“Regional joint seminars between BRC experts”

“Training on the identification of species and enforcement”

“Working at the local and landscape levels, with practical examples to demonstrate integrated solutions and system approaches”

“Major environmental conferences/workshops – e.g. World Parks Congress”

“National capacity self-assessment, various GEF, IPA, etc. projects”

5. IMPLICATIONS FOR THE LONG-TERM STRATEGIC FRAMEWORK FOR CAPACITY BUILDING

The work presented here contributes to the process of preparation of the long-term strategic framework for capacity building beyond 2020 as spelled out in the latest decision on Capacity Building and Technical and Scientific Cooperation adopted at the 14th meeting of the Conference of the Parties to the Convention on Biological Diversity ([CBD/COP/14/L.12](#)) in November 2018. It is worth highlighting, as mentioned in the aforementioned decision, that the process for preparing a long-term strategic framework for capacity building beyond 2020, must be fully aligned with, and support the follow-up to the Strategic Plan for Biodiversity 2011-2020 and the development of the post-2020 global biodiversity framework. This includes coordinating the timetables of both processes to be mutually supportive. In other words, as capacity needs are identified through the process of preparation and design of the post-2020 global biodiversity framework, capacity-related challenges in the implementation of the current Strategic Plan are identified and lessons learned are surfaced, response measures must be formulated and adapted accordingly in the strategic framework for capacity building beyond 2020.

The results of the IUCN Members survey presented here constitute a good source of information about capacity building needs, which if assessed, understood and ultimately fulfilled, could strengthen the implementation of the goals and targets under the biodiversity-related conventions.⁴⁹ Moreover, as

⁴⁹ Refer to CBD/COP/14/L.12 Appendix, B. Methodology and sources of information, 2. (viii) Reports of relevant studies, surveys and needs assessments conducted by relevant organisations.

explained in section 4.2. above, the singularity of this survey is related to the IUCN membership structure and composition which expands beyond States and Government agencies to include civil society organisations as well as indigenous peoples' organisations (IPOs) who generally have less opportunities to express their views in relation to the issues covered in this analysis- namely capacity building and synergies across the biodiversity-related conventions. In our view, organisations in IUCN Member Categories B (NGOs) and C (IPOs) bring along different perspectives from their work on the ground and so, because of their "detachment" from the intricacies of the global policy processes, can add value to the scope, elements and modalities for delivery of capacity building and the enhancement of synergies across the biodiversity-related conventions (BRCs) and multilateral environmental agreements (MEAs) more generally. In addition, not all IUCN State and government agency Members (Category A) correspond directly to Parties to the CBD or the other BRCs. Their views also add value to this analysis.

After analysing the responses of IUCN Members to the survey, our view is that even if understandings of the subject of synergies across the BRCs seem to vary and tend to remain in "generic and sometimes circular terms", when presented in the context of capacity building and development in specific thematic areas and contexts, these understandings become more concrete and closer to people's and organisations' agendas. For instance, when asked if they had any comments on how to make capacity building more effective and enhance collaboration and cooperation across the BRCs, IUCN Members' responses provide good insights:

"Direct communication with the stakeholders through onsite demonstration and not just in offices..."

"Involvement of community is very important for the purpose of the BRCs. Hence, we must mobilize and convince the community to build their capacity more effectively."

"Develop simple assessment tools, reporting formats and training the trainers activities through e-learning, webinar, small workshops to link SDGs and NBSAPs..."

"Asegurarse de la implementación de capacidades y eficacia por medio de acciones integrales que a través de productos/actividades evidencien sinergias de colaboración y cumplimiento entre las BRC."

This section is organized in two parts; first, general "high-level" observations are presented, including on the interface between capacity building and synergies; and second, issues for consideration in the long-term strategic framework for capacity building beyond 2020 are highlighted.

High-level observations

- ***There is a capacity challenge and the need to address it is recognised but not always qualified.*** As mentioned before, the calls for strengthening and developing capacities to address societal challenges, including as related to biodiversity and more widely, environmental governance, have been numerous and expand across the biodiversity-related conventions (BRCs) and other multilateral environmental agreements (MEAs) alike. Decisions

taken in the framework of the BRCs and other agreements (e.g. the Rio Conventions) evidence the capacity challenge. However, more often than not, and especially in the past, these calls for increased capacity building activities and budget are made as “blank statements” without clearly qualifying and detailing the specific needs that are to be addressed.

- ***Progress to achieve global biodiversity goals and targets has been inadequate and both, lack of capacities and financial resources, have been identified as major limitations.*** It is recognised that building capacities goes hand in hand with the provision of adequate financial resources to carry out targeted activities and tasks that effectively advance biodiversity conservation.
- ***Capacity building is context bound and evolves through time.*** Even if calls for increased provision of capacity building have been constant in the context of environmental processes at all levels, as the multilateral setting changes with time, demands for the development of capacities become more focused and in many cases, become more sophisticated to include issues related to technical and scientific cooperation like DNA technologies and DNA barcoding. It thus follows that capacity needs assessments must be carried out with certain regularity so that measures to address changing needs are adapted and do respond to the specific context and situations in which they are made.
- ***It is not immediately apparent that collaboration on capacity building activities can enhance synergies across the BRCs and increase effectiveness and efficiency.*** When asked about the sort of common activities among the BRCs that could create synergies, participants to the IUCN survey mentioned a number of activities ranging from developing “a great scale communications campaign on the urgency and necessity to act for biodiversity” and public awareness, to sharing of data and information at national and regional levels and “development of common databases and networks”, to “joint program design and delivery”, to development of “common indicators of impact”, and “harmonization of convention objectives”. Capacity development activities, training and education were mentioned but to a much lesser extent than others. However, it seems that State and government agencies are more familiar with potential synergies to be established across the BRCs and better recognize the need for building capacities for strengthening collaboration and cooperation.
- ***Capacity building is understood very differently from one particular stakeholder group to another and this understanding influences the choices and preferences opted for in receiving as well as providing capacity building and training.*** This includes the understanding of the challenges and needs associated with building or developing capacities. For instance, one can observe that while lack of financial resources was the most commonly cited challenge by all respondents to the IUCN survey, NGOs ranked it higher than State and

government agencies that identified the lack of coordination as a most pressing challenge. Consequently, NGOs favoured the development of fundraising skills (including project proposals) as their priority while State Members identified the enhancement of skills for cooperation/collaboration with other actors/sectors. IPOs in turn, named inadequate understanding of the BRCs as the biggest challenge and the area where capacities needed to be enhanced.

Issues for consideration in the long-term strategic framework for capacity building beyond 2020

- ***Offer a “working definition” or understanding of capacity building.*** As mentioned before, people have different understandings of what building or developing capacities mean. Having a common “working definition” which can be used as a reference and which may evolve through time, might prove beneficial in the design of the long-term strategic framework for capacity building beyond 2020.
- ***Integrate a mechanism for regular monitoring and assessment of capacity development activities and initiatives.*** As the IUCN Members survey confirmed, perceived capacity building needs vary across actors and stakeholders and depend on the context (e.g. region) and level of application (e.g. individual). In order to respond to identified capacity development needs for particular “target audiences” through focused activities and measures, some sort of monitoring mechanism must be considered which allows for the regular assessment of needs and progress in advancing capacity building objectives. Such regular monitoring can not only support better responses but also enable improved capture of lessons learned, *dos* and *don'ts*.
- ***Consider different levels of building capacities: individual, organisational and systemic.*** To meet global biodiversity challenges and to ensure that institutions and individuals are capable of delivering what is needed, capacity development must be understood as operating at three main levels.
 - Enabling people to develop and use the competences required to do their jobs well builds individual capacity.
 - Establishing and sustaining entities of all types that take responsibility for biodiversity and the people who work for its maintenance builds organisational capacity.
 - Creating an ‘enabling environment’ that politically, economically, and culturally recognises the values of biodiversity and enables nature to thrive, builds societal capacity.

At all three levels, some aspects of capacity are quite tangible or easier to identify, such as individual skills, organisational infrastructure, or law and regulations. Others are less

tangible, such as leadership and critical thinking, creativity, working with other people, personal motivation, ... institutional cultures, or 'political will.'⁵⁰

- **Use existing mechanisms and platforms for capacity building purposes (e.g. CHMs).** There is a wealth of initiatives, platforms, capacity building providers, materials, etc. that must be assessed and capitalized upon. The study called for by the Conference of the Parties to the Convention on Biological Diversity at its 14th meeting in order to provide the knowledge base for the preparation the long-term strategic framework for capacity-building beyond 2020 should consider these as it takes stock and maps needs, providers, tools, partnerships and networks. As much as possible, relying on what is already in place should be encouraged to increase efficiencies. Ideally, mechanisms assessed and used should include those developed and used in other BRCs and/or which apply to multiple MEAs (e.g. [InforMEA](#)).
- **Cater activities, tools and approaches to address the needs of specific audiences.** It has been recognised that learning processes differ across actors and stakeholder groups. Ideally, capacity building activities, tools and approaches must address this and cater for the needs of these groups in a distinct manner. For instance, when asked about particular skills needed in relation to national biodiversity strategies and action plans (NBSAPs), States and government agencies favoured learning about setting conservation targets based on stock-taking assessments and monitoring and evaluating progress to achieve targets. For NGOs it was carrying out biodiversity assessments while for IPOs it was developing and understanding biodiversity indicators. Tailoring responses to the needs of target audiences must be considered in the development of the long-term strategic framework.
- **Build on identified themes/subjects of common interest.** The issues covered through the current Strategic Plan for Biodiversity 2011-2020 and its Aichi Targets can be mapped across the BRCs and conversely, each of these agreements contributes to or supports in one way or another the implementation of the Aichi Targets. If build on identified topics of common interest and “thematic overlap” across the BRCs, capacity building activities could prove more efficient and cost-effective. So for instance, capacity building activities focused on enhancing skills for data collection and analysis of threatened species and their habitats (linked to Target 12) would be of interest to the constituencies in CBD, CITES, CMS, IWC and also Ramsar. Trainings related to protected areas and areas with multiple designations (Target 11) could bring together, and already do, CBD, WHC and Ramsar⁵¹. Respondents to IUCN’s survey (mostly NGOs) identified for instance, sustainable use of natural resources (encompassing Aichi Targets 5, 6 and 7) and relevant to CBD, the ITPGRFA and to a certain extent the IWC, as a priority area for capacity building.

⁵⁰ Adapted from: IUCN World Commission on Protected Areas (WCPA) - Strategic Framework for Capacity Development in protected areas and other conserved territories 2015-2025. In: <https://portals.iucn.org/library/node/45827>

⁵¹ See <https://portals.iucn.org/library/sites/library/files/documents/2016-033-Summ.pdf>

- ***Allow for creative approaches for delivering capacity building.*** Even though face-to-face workshops and seminars seem to be the preferred approach for delivering (and receiving) capacity building, a range of options and approaches exist that must be “put to the test”. Innovative approaches combining various modalities of delivering capacity building could prove beneficial and provide an adaptable response to the capacity needs of various audiences.

- ***Foster inclusiveness and create a sense of ownership.*** The process towards the development of a post-2020 strategic framework for capacity building calls for the promotion of a more integrated and coordinated approach and the strengthening of coherent action on capacity building across organisations. Many surveys and papers have been produced highlighting the benefits of cooperation, including in capacity building, at the global, regional and national levels, but mostly from institutional perspective: Governing bodies of the conventions, secretariats of the conventions, national ministries and national focal points. The survey carried out by IUCN shows however the possible disconnect or lack of alignment between the stated needs from Parties and the stated needs of other stakeholders. One respondent argued: *“Capacity building programs can be effective when the participants can relate the learning to their own way of life and have the benefit of the knowledge gained in their own day to day life”*.

ANNEX 1: SURVEY TO IUCN MEMBERS



Survey to inform Global Biodiversity Frameworks

Background

* 1. What is your organisation's IUCN membership category?

- ☐ Category A (States and government agencies)
- ☐ Category B (national and international non-governmental organisations)
- ☐ Category C (indigenous peoples' organisations)
- ☐ Category D (affiliates)

* 2. Select your organisation's statutory region

- ☐ Africa
- ☐ East Europe, North and Central
- ☐ Asia Meso and South America
- ☐ North America and the Caribbean
- ☐ Oceania
- ☐ South and East Asia
- ☐ West Asia
- ☐ West Europe

3. What is the scope of action of your organisation/Government agency's work? Choose one.

- ☐ Local
- ☐ National
- ☐ Regional
- ☐ Global

4. For Government representatives only: Have you been or/are you a National Focal Point for any of the biodiversity-related conventions?

- ☐ Yes
- ☐ No

If YES which one(s)? (max 500 characters)

5. Contact details (email)



PART I - Synergies across the Biodiversity-Related Conventions (BRCs) and the Strategic Framework

Please consider the objectives of the following BRCs:

Convention on Biological Diversity (CBD)

The objectives of the CBD are the conservation of biodiversity, the sustainable use of its components, and the fair and equitable sharing of the benefits arising from the utilization of genetic resources. The agreement covers all ecosystems, species, and genetic resources.

Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES)

CITES aims to ensure that international trade in wild animal and plant species does not threaten their survival. The Convention gives varying degrees of protection to more than 30,000 plant and animal species, and seeks to prevent the unsustainable use of biodiversity.

Convention on the Conservation of Migratory Species of Wild Animals (CMS)

CMS aims to conserve, protect and restore terrestrial, marine and avian migratory species and their habitats, throughout their entire range. The agreement further considers the removal of obstacles to migratory species.

Convention on Wetlands of International Importance especially as Waterfowl Habitat (Ramsar Convention)

The objectives of the Ramsar Convention are the conservation and wise use of wetlands and their resources on a national and international level and correspondingly their effective management.

International Plant Protection Convention (IPPC)

The IPPC aims to protect global plant resources, including cultivated and wild plants by preventing the introduction and spread of plant pests and promoting the appropriate measures for their control including sustainable use.

The International Treaty on Plant Genetic Resources for Food and Agriculture (ITPGRFA)

The objectives of the Treaty are the conservation and sustainable use of plant genetic resources for food and agriculture and the fair and equitable sharing of the benefits arising out of their use, in harmony with the CBD, for sustainable agriculture and food security.

International Convention for the Regulation of Whaling/ International Whaling Commission (IWC)

The purpose of the ICRW/IWC is to provide for the proper conservation of whale stocks and thus make possible the orderly development of the whaling industry.

World Heritage Convention (WHC)

The WHC seeks to identify and conserve the world's cultural and natural heritage, by drawing up a list of sites whose outstanding values should be preserved for all humanity and to ensure their protection through a closer co-operation among nations.

Indicate to what extent the work of your organisation/Government agency is related to these conventions.

	Unrelated	Slightly related	Partially related	Related	Very related
CBD	☐	☐	☐	☐	☐
CITES	☐	☐	☐	☐	☐
CMS	☐	☐	☐	☐	☐
Ramsar	☐	☐	☐	☐	☐
IPPC	☐	☐	☐	☐	☐
ITPGRFA	☐	☐	☐	☐	☐
IWC	☐	☐	☐	☐	☐
WHC	☐	☐	☐	☐	☐

If you indicated Related or Very related in the previous question, please explain how the work of your organisation/Government agency contributes to the implementation of these conventions. (max 500 characters)

6. Reflect on the objectives of the BRCs above and the understanding of synergies as the “result of joint activities that go beyond the sum of individual activities, making efforts more effective and efficient”. What sort of common activities among the BRCs do you think could create synergies? (max 500 characters)

7. What are the three most important challenges your organisation/Government agency faces in fulfilling its mandate? Rank them in order of importance 1 – 3 with 1 being the most important.

Lack of communication/access to relevant information

Inability to identify key stakeholders to enhance networking and partnerships (including difficulty to reach out to other ministries, organisations, potential partners to pursue joint activities)

Lack of coordination with others (internally and externally)

Lack of human resources (including lack of skilled personnel to carry out particular tasks)

Lack of funding/ financial resources (to carry out key tasks)

		Lack of/weak science-policy interface (i.e. no connection/weak connection between scientists, practitioners and decision-makers)
		Inadequate and/or insufficient understanding of different biodiversity-related conventions and other agreements and how they relate to one another (including the mandate and objectives of biodiversity-related conventions, their associated goals and targets)
		Lack of high level and institutional support and lack of political will
		Inadequate equipment/material/infrastructure

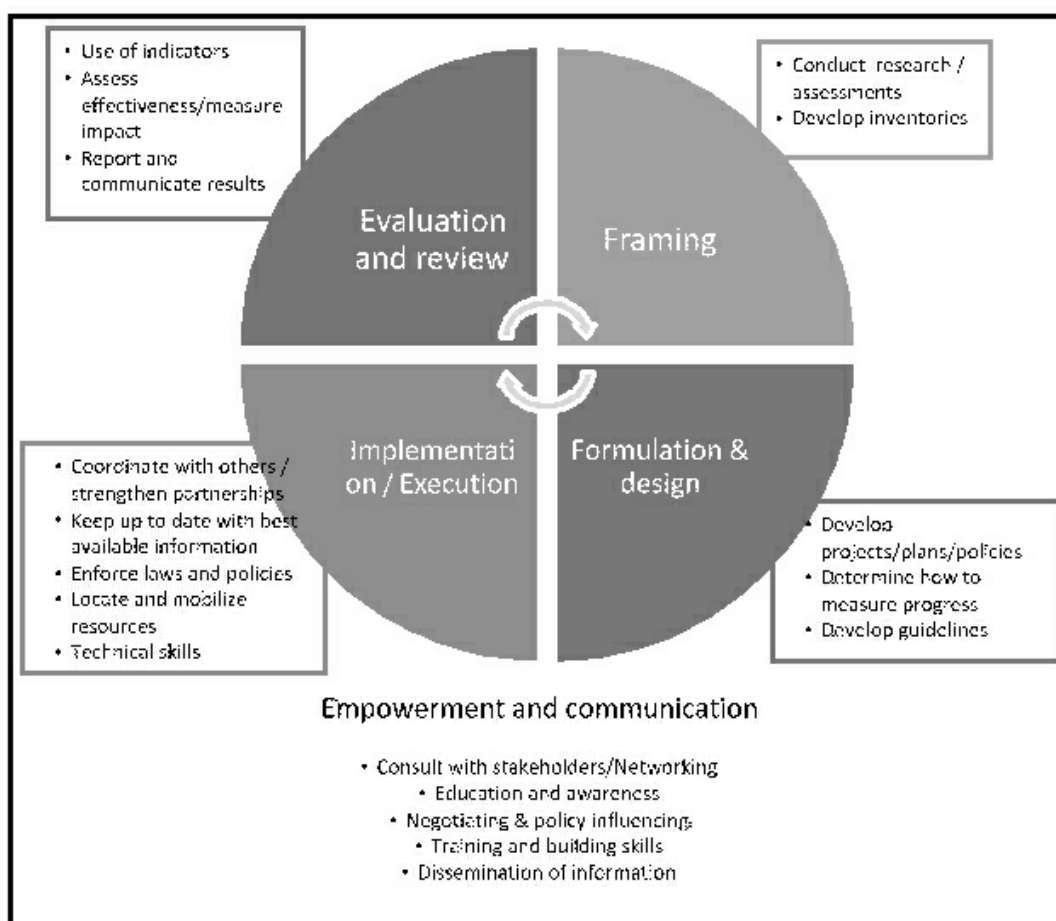
8. A number of capacity building needs to address the challenges above have been identified and summarized below. Please identify three needs that your organisation/Government agency considers a priority.

- ☐ **Networking and communication skills**
- ☐ **Cooperation/collaboration with other actors/sectors**
- ☐ **Coordination with similar organisations/institutions**
- ☐ **Fundraising skills**
- ☐ **Clarification of the overarching goals and objectives of the biodiversity-related conventions Knowledge and information sharing**
- ☐ **Knowledge and information sharing**
- ☐ **Technical skills related to information management**
- ☐ **Data management and use** (including indicators)
- ☐ **Institutional capacity** (provision of adequate resources, stability of workforce)

Other (please specify) max 500 characters

Policies, projects, strategies, programmes or initiatives can be developed and executed by different actors/sectors to fulfil multiple purposes but exhibit some common features/areas, each with a necessary set of skills. These are illustrated below under the following headings:

- Framing;
- Formulation and design;
- Implementation/Execution;
- Evaluation and review;
- and Empowerment and communication.



9. In relation to the graph above, for each actor and sector, please indicate where capacity development is the most needed.

	Framing (scoping)	Formulation and design	Implementation and execution	Evaluation and review	Empowerment and communication
States and government agencies	☐	☐	☐	☐	☐
National and international non-governmental organisations	☐	☐	☐	☐	☐
Indigenous peoples' organisations & local communities	☐	☐	☐	☐	☐
Private Sector	☐	☐	☐	☐	☐
General public	☐	☐	☐	☐	☐

Please indicate how important the various types of capacities listed below are for your organisation/Government agency to accomplish its work. Please mark only one box/response per row

	Does not apply	Not important at all	Somewhat important	Very important	Extremely important
Conduct research/assessments	☐	☐	☐	☐	☐
Develop inventories	☐	☐	☐	☐	☐
Develop projects/plans/policies	☐	☐	☐	☐	☐
Develop targets and indicators to measure progress	☐	☐	☐	☐	☐
Develop guidelines	☐	☐	☐	☐	☐
Coordinate with others/strengthen partnerships	☐	☐	☐	☐	☐
Keep up to date with field developments/best available information	☐	☐	☐	☐	☐
Enforce laws and policies	☐	☐	☐	☐	☐
Locate and mobilize resources	☐	☐	☐	☐	☐
Technical skills (specific to your field of work)	☐	☐	☐	☐	☐
Use of indicators	☐	☐	☐	☐	☐
Assess effectiveness/measure impact	☐	☐	☐	☐	☐
Report and communicate results	☐	☐	☐	☐	☐
Consult with stakeholders/Networking	☐	☐	☐	☐	☐
Education and awareness	☐	☐	☐	☐	☐
Negotiating & policy influencing	☐	☐	☐	☐	☐
Training and building skills	☐	☐	☐	☐	☐
Dissemination of information	☐	☐	☐	☐	☐

National Biodiversity Strategies and Action Plans (NBSAPs) are broad planning processes consisting of different elements such as laws and administrative procedures; scientific research agendas; programmes and projects; communication, education and public awareness activities; inter-ministerial and multi-stakeholder dialogues.

10. Has your organisation/Government agency been involved in the development of NBSAPs or similar strategy/plan?

☐ Yes

☐ No

How? (max 500 characters)

The process of planning and implementing NBSAPs is relevant to all BRCs and agreements. One crucial aspect of the NBSAP process is the participation of different socio-economic sectors, interest groups and government agencies.

Please indicate which area is the one they need to develop capacity the most. Mark only one per column.

	States and government agencies	National and international non-governmental organisations	Indigenous peoples' organisations & local communities	Private Sector	General Public
Knowing where to find relevant knowledge and information (e.g. biodiversity tools and guidelines to carry out national biodiversity inventories; databases, etc.)	☐	☐	☐	☐	☐
Carrying out assessments of biodiversity & ecosystems status and trends	☐	☐	☐	☐	☐
Understanding and carrying out economic valuation analyses	☐	☐	☐	☐	☐
Setting conservation targets based on stock-taking assessments	☐	☐	☐	☐	☐
Developing and understanding biodiversity indicators	☐	☐	☐	☐	☐
Monitoring and evaluating progress in achieving targets	☐	☐	☐	☐	☐
Raising awareness about biodiversity	☐	☐	☐	☐	☐

Understanding the theory and practice of mainstreaming biodiversity

☐
☐
☐
☐
☐

Other (max 500 characters)

In your opinion, would your organisation/Government agency benefit from capacity development activities that focus on enhancing general understanding about NBSAPs and other biodiversity-related planning processes?

☐ Yes

☐ No

Briefly explain (max 500 characters)

Please indicate how important the various types of capacities/skills listed below are for your organisation/Government agency to achieve biodiversity conservation. Please mark only one box per row.

	Does not apply	Not important at all	Somewhat important	Very important	Extremely important
Knowing where to find the relevant knowledge and information (e.g. biodiversity tools and guidelines to carry out national biodiversity inventories; databases, etc.)	☐	☐	☐	☐	☐
Carrying out assessments of biodiversity & ecosystems status and trends	☐	☐	☐	☐	☐
Understanding and carrying out economic valuation analyses	☐	☐	☐	☐	☐
Setting conservation targets based on stock-taking assessments	☐	☐	☐	☐	☐
Developing and understanding biodiversity indicators	☐	☐	☐	☐	☐
Monitoring and evaluating progress in achieving targets	☐	☐	☐	☐	☐
Raising awareness about biodiversity	☐	☐	☐	☐	☐

Understanding the
theory and practice of
mainstreaming
biodiversity



IUCN's knowledge, biodiversity information, standards and tools are widely recognised for being scientifically robust, pragmatic and built under a wide stakeholder consultation. Many of these tools, developed with partners, are relevant across BRCs and so building capacities to apply them and use them can benefit multiple conventions.

11. Please choose three conservation tools your organisation/Government agency would prioritize learning more about

☐

IUCN Red List of Threatened Species (& Red List Index) IUCN

☐

Red List of Ecosystems

☐

Protected Planet / World Database on Protected Areas IUCN

☐

Green List of Protected Areas

☐

World Database on Key Biodiversity Areas IBAT

☐

ECOLEX

☐

IUCN World Heritage Outlook

Many of the conservation goals and targets established under the BRCs cover the topics listed below. How would you prioritize capacity building for the following themes? Rank from 1 -10, with 1 being the most important.

		Awareness and knowledge (e.g. education, awareness, research, traditional knowledge)
		Integrating/mainstreaming biodiversity into development planning (e.g. poverty reduction plans, national development planning, spatial planning)
		Addressing perverse incentives harmful to biodiversity (e.g. agricultural subsidies)
		Mainstreaming biodiversity into key sectors & addressing consumption and production patterns (e.g. agriculture, tourism, energy, extractives)
		Sustainable use of natural resources (e.g. agriculture, forestry, fisheries, marine and freshwater resources, rangelands, wildlife)
		Decreasing pressures on ecosystems mostly affected by climate change (including coral reefs, mountains, low lying forests and paramos) & Combating desertification
		Pollution, biosafety and invasive alien species (e.g. industrial pollution, chemicals, plastics, living modified organisms, genetically modified organisms, invasive species)
		Protection & effective governance (e.g. protected areas including marine protected areas, other area-based conservation measures, connectivity, genetic diversity, species protection)
		Addressing degradation and habitat loss including through restoration (restoration of ecosystems and ecosystem services, restoration of species, restoration for climate resilience and adaptation)
		Addressing access and benefit-sharing of genetic resources (ABS)

12. For the topic you marked as 1 in the previous question, please indicate in what type of capacity building would you need?

Briefly explain: (max 500 characters)

13. Please indicate which approach your organisation/Government agency finds most useful to

deliver and/or receive capacity building.

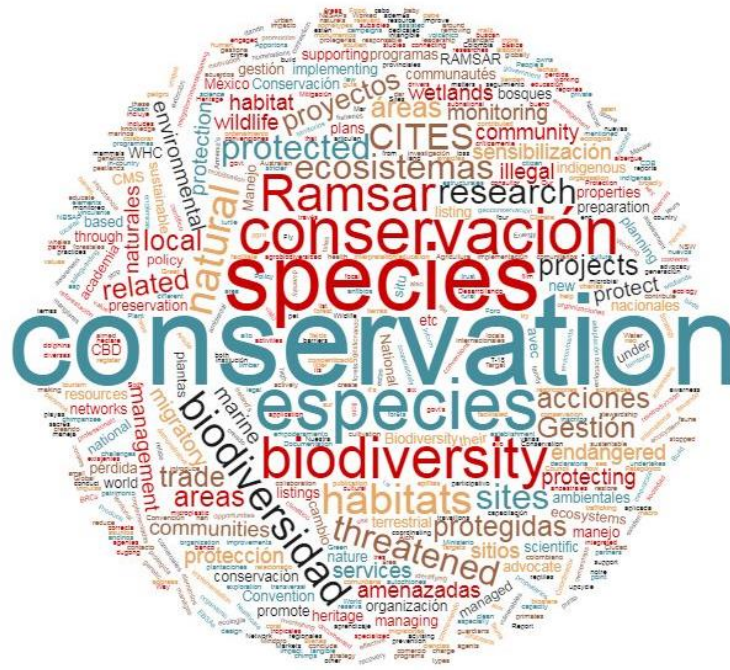
- ☐ Face-to-face workshops & seminars
- ☐ E-learning and webinars
- ☐ Regional dialogues and learning missions
- ☐ Training-of-trainers activities
- ☐ Provision of learning and guidance materials
- ☐ Development of support tools
- ☐ Small-scale pilot and demonstration projects
- ☐ Two or more of the modalities above

Other (please specify) max 500 characters

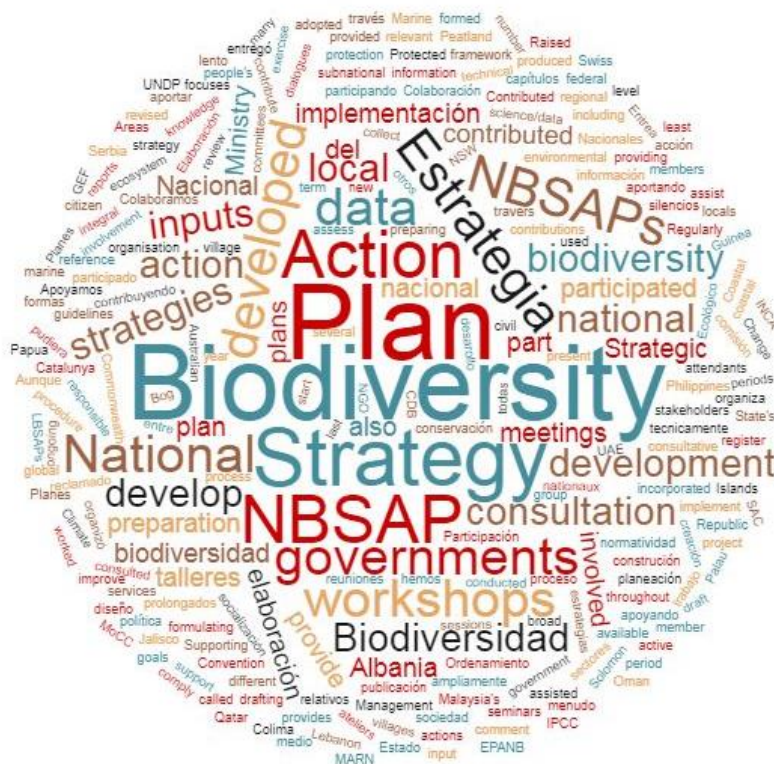
Is there any capacity building activity which you consider has successfully contributed to build synergies across BRCs? Briefly explain (max 500 characters)

14. Do you have any comments on how to make capacity building more effective and enhance collaboration and cooperation across the BRCs? (max 500 characters)

ANNEX 2: MORE DATA ON THE SURVEY



Word cloud: answers to how the work of your organisation/Government agency contributes to the implementation of these conventions?



How has your organisation been involved in the development of NBSAPs?