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Capacity building for biological diversity – a situation and needs analysis for the Environmental Management Group (EMG)

A study prepared for the Environmental Management Group (EMG) by the UNEP World Conservation Monitoring Centre (UNEP-WCMC)



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EXECUTIVE SUMMARY

1. The *Environmental Management Group* (EMG), in 2004, decided to focus its attention on environmental capacity building, following concerns of UN agencies and multilateral environmental agreements (MEAs) in this area. Consultants were asked to prepare draft studies for the further work of the EMG on capacity building in the areas of biological diversity and chemicals, respectively. The draft studies were further developed following discussions in the EMG and an Issue Management Group established by the EMG. This paper is the result of these discussions for the area of capacity building for biological diversity.
2. This paper follows the *definition* of capacity building provided by the UN Inter-Agency Workshop on Capacity Development in 2002. For practical reasons only, the term *capacity building* is preferred over *capacity development*.
3. The central role of capacity building in the context of sustainable development has been emphasised by a wide range of high-level *meetings and documents*, including Agenda 21, the Plan of Implementation of the World Summit on Sustainable Development, a number of resolutions of the General Assembly, and – in the context of biological diversity – decisions and other key documents of the biodiversity-related conventions.
4. The *aim* of this study is to identify the potential role of the EMG in facilitating increased cooperation between UN agencies involved in development and implementation of capacity building for the conservation and sustainable use of biological diversity, including definition of the scope of a possible resource library.
5. The *objectives* of this study are:
 - Provide an overview of existing activities of UN agencies and conventions in the field of capacity building for biodiversity
 - Support the EMG members in facilitating information exchange on their experience in developing and implementing capacity building in the area of biological diversity, in particular methodologies, approaches, successes and challenges, with a focus on experiences with cooperative projects and partnerships
 - Enable EMG members to identify common areas of concern and interest and to cooperate through the EMG and thus, use their resources more effectively.
6. This paper assembles information on existing capacity building initiatives of UN agencies and biodiversity-related MEAs. The information is organised under the headings of nine issues that the EMG has identified: Conservation of biological diversity, sustainable use of biodiversity, biosafety, access to genetic resources and benefit-sharing, research and monitoring, cooperation with stakeholders, outreach and public awareness, biodiversity and the Millennium Development Goals, and finally legal, financial and institutional issues. It is not envisaged to provide a complete overview of capacity building activities but to demonstrate the wealth of efforts on capacity building. A focus is put on cooperative arrangements with other UN agencies and MEAs or other stakeholders such as non-governmental organisations, academia and business.
7. Capacity building is a core element of agencies and MEAs' programmes and activities in the area of biological diversity. In addition, in many cases, there are specific programmes and projects aimed at capacity building. Capacity building efforts address the need for capacity development at the individual, the institutional and the overarching systemic level.

8. Capacity building activities include a wide range of methods, such as training courses and workshops, information material and websites. Often, specific strategies or action plans or even regional centres for capacity building have been established or are envisaged, mirroring the importance that has been allocated to capacity building. Capacity building is further supported by specific awards, funding, direct advice and assistance from agencies to national stakeholders, or information clearing-houses. Gathering and making available of local knowledge on biodiversity is an important part of capacity building efforts.
9. Capacity building is an important element in strategic plans, work programmes, work plans and other strategic documents of biodiversity-related MEAs. It is also frequently covered by joint work plans of conventions. MEAs have included capacity building as a focus for funding in funding-related provisions.
10. Many biodiversity projects, including those supporting the implementation of biodiversity-related treaties, aim at capacity building or have capacity building as a core element. In effect, capacity building at the local, national and regional level is receiving high funding attention.
11. Often, capacity building is implemented through partnerships or networks amongst UN agencies or between agencies and other stakeholders, such as national governments, donors, academia and non-governmental and indigenous organisations.
12. Specific issues such as conservation of biodiversity, outreach and public awareness, as well as legal, financial and institutional issues are better covered than others. UN agencies and conventions focus to a lesser extent on issues such as biosafety, and access and benefit-sharing.
13. There is a wide range of experiences and lessons to share on capacity building within UN agencies and MEAs which are not necessarily easily accessible. A number of them is presented in this study under the headings of the main operational principles of capacity building of the Global Environment Facility (GEF).
14. Focusing on ensuring partners' ownership and leadership in capacity building efforts is a fundamental principle. Local and national stakeholders, including government officials, non-governmental and/or community-based organisations need to be well informed and involved through a participatory approach from the beginning of a project. National Steering Committees might be a useful mechanism in this regard. Transparency and accountability need to be inherent to the activities.
15. Partners' capacity self-assessment of needs enable projects to become demand-driven and support a participatory approach. The results of such self-assessments will enable project executors to revise planning schedules. They might also be helpful in drafting cooperation agreements and even national legislation.
16. A holistic approach addresses all three level of capacity building: the individual, the institutional and the overall systemic framework in which the former two operate. A balance needs to be established between these three levels. Fora for local experience, perspectives and knowledge conveying experience to national, regional or global decision-makers have proven particularly valuable.
17. Any strategy to address capacity building must recognise that developing capacities for global environmental action is closely related to and must be integrated with on-going initiatives to enhance capacities for broader environmental management and for sustainable development in general.

18. Challenges for developing countries to measure progress towards global development and environment goals, such as the Millennium Development Goals and its targets, need to be identified and addressed through specific capacity building initiatives.

19. Capacity building in many cases is a collaborative effort and building genuine partnerships has proven extremely valuable. Within the partnership, each organisation's strengths, skills and potentials need to be recognised, as well as their complimentary contributions to the joint objectives. Thus, partnerships can deliver greater impacts than the sum of the individual partners' efforts. Partnership approaches can be valuable also for approaching funding institutions.

20. Capacity building should mobilise and/or enhance and improve existing potentials, and support existing capacity to adjust to new challenges. Capacity building needs to address expectations that are higher than the available funding and should use highly targeted small projects.

21. A variety of tools is available for use in capacity building. This includes cost-effective advice and information, interactive training, including computer-based training, other training material, databases of best practice and success stories, as well as clearing-houses allowing for information sharing and feedback. Efforts with a high multiplier effect should receive specific attention, as well as the selection of appropriate trainer for trainers. Performance indicators help to monitor the impact of capacity building.

22. Regional bodies and mechanisms could prove particularly helpful in delivering capacity building.

23. The information available indicates a focus of UN agencies and MEAs' capacity building efforts on issues such as conservation of biological diversity, sustainable use, research and monitoring, outreach and public awareness, and legal, financial and institutional issues. Other areas such as biosafety and access to genetic resources and benefit-sharing are covered by a lower number of agencies.

24. There is a huge number of collaborative activities in the field of capacity building for biodiversity, involving not only UN agencies and conventions, but also non-governmental organisations, academia and business. Most of these activities are project-based and targeted at the national and local level. Funding has been focused strongly on such activities, particularly through the Global Environment Facility.

25. Horizontal cooperative frameworks for capacity building on biodiversity are currently very sparse throughout the UN system, resulting in a lack of facilities to make available and exchange information and share experiences and lessons. On a small scale, provisions in some of the joint work programmes between biodiversity-related conventions have the potential to develop into such frameworks. Some small-scale cooperative frameworks involving the biodiversity sector, but going beyond it to involve the development, climate change, desertification and trade sectors exist.

26. Combined with an apparent widespread lack of self-assessment of capacity building undertakings, a wider framework on capacity building for biodiversity does currently not exist. Such a framework would allow for making information on capacity building activities available to other agencies and for sharing experiences and useful lessons. The EMG could establish a permanent mechanism for this information sharing. The information exchange would enable agencies to plan their own capacity building efforts in a manner that avoids ill-defined approaches that other agencies might have experience with. In addition, high-quality information on effective capacity building approaches would enable the development of better policies.

INTRODUCTION

Mandate

27. The Environmental Management Group was established to enhance UN system-wide inter-agency coordination related to specific issues in the field of environment and human settlements. EMG adopts a problem solving, issue-management approach, to enable the formulation of effective, coherent and coordinated UN system responses to specific environment and human settlements challenges.

28. At its 6th meeting on 6 February 2004, the EMG discussed its potential role in the area of capacity building. The Secretariat introduced a note entitled 'The Potential Work on Capacity Building within the Framework of the Environmental Management Group' and informed the meeting on the results of informal consultations, particularly a teleconference in November 2003, as a result of which the note had been prepared. The note reflected some concerns of UN agencies and multilateral environmental agreements (MEAs) in the area of environmental aspects of capacity building and elaborated on the existing frameworks and responses in addressing these concerns.

29. The meeting, after having discussed the note, reiterated the importance of this issue and agreed to establish an Issue Management Group (IMG) to further discuss the issue and develop a concrete and time-bound programme on capacity building in the framework of the EMG. The EMG was asked to consider the following option outlined in the note by the Secretariat: 'Establish an environmental capacity building resource library or clearing house. By establishing a resource library the EMG could assist in facilitating coordinated information exchange on lessons learned, as well as approaches and methodologies in developing capacity building programs with the aim of further improving the effectiveness of such programs. Such a library could be a useful tool to access information and to share knowledge and experience in capacity building in the UN system and beyond'.

30. The meeting suggested a contribution of the IMG's work to the respective work of the EMG members in the area of capacity building, such as the work of UNEP on the Intergovernmental Strategic Plan (ISP) for Technology Support and Capacity Building.

31. Consultants were asked to prepare draft outlines for the further work of the EMG on capacity building in the areas of biological diversity and chemicals, respectively. The first meeting of the Issue Management Group was held in the form of a teleconference on 25 March 2004. It considered a first outline of this study, a capacity building situation and needs analysis in the area of biological diversity. The outline was further developed following the IMG meeting and further informal discussions and presented to the 7th meeting of the EMG on 20 April 2004. The meeting discussed the outline and requested the IMG to continue its work on this study and the study on chemicals, taking into account the comments of EMG members. The meeting also concluded that both studies would provide a very useful input for the intergovernmental process on the ISP. Another teleconference of the IMG, further developing the study and deciding to focus particularly on cooperative approaches to capacity building for biodiversity, took place on 18 June. The 8th meeting of the EMG on 1 September 2004 discussed the draft study and made suggestions for its conclusion. This paper is the result of all these discussions.

Definitions

32. The UN Inter-Agency Workshop on Capacity Development in November 2002¹ concluded that the term *capacity development* reflects the fact that capacity is always available and its development is a matter of degree as well as a primarily endogenous process. *Capacity building* on the other hand implies that capacity is newly created. While the understanding of capacity development as an ongoing endogenous process has taken root throughout the United Nations system, different actors within and outside the system have become accustomed to using either one of the terms to refer to this process. The workshop further agreed to maintain the duality of expression for the sake of practicality and placed emphasis on the common understanding of the substance of the process rather than a uniform terminology.

33. For practical reasons, this study will use the term *capacity building*, being fully aware of the above-mentioned limitations in the strict sense of the term.

34. This study follows the extended definition of capacity building/development that the workshop proposed for use in the UN system:

35. *Capacity refers to the ability of individuals, communities, institutions, organisations, social and political systems to use the natural, financial, political, social and human resources that are available to them for the definition and pursuit of sustainable development goals. Capacity building or capacity development is the process by which individuals, institutions and countries strengthen these abilities. The United Nations and other external actors can assist this endogenous process, by:*

- *focusing on enhancing the skills, knowledge and social capabilities available to individuals, institutions, and social and political systems, but also by*
- *supporting their integration into the knowledge networks that help to sustain these capabilities; as well as*
- *contributing to material and financial support necessary to apply the skills, knowledge and social capabilities.*

The role of capacity building for biological diversity within the global environment and development agenda

36. *Agenda 21*, one of the outcomes of the United Nations Conference on Environment and Development in Brazil, 1992, pays attention to capacity building in several chapters. Chapter 37 is particularly devoted to ‘National mechanisms and international cooperation for capacity building in developing countries’. This chapter identifies the overall objectives of endogenous capacity building as ‘to develop and improve national and related subregional and regional capacities and capabilities for sustainable development’. It also outlines a range of activities for enhancement of the expertise and collective contribution of the United Nations system for capacity- and capability-building initiatives.

37. The *World Summit on Sustainable Development* (WSSD) in 2002, underlined the need for capacity building. Paragraph 139 of the WSSD Plan of Implementation asks for ‘strengthening of the implementation of Agenda 21, including through the mobilisation of financial and technological resources, as well as capacity building programmes, particularly for developing countries’. In paragraph 155, UN agencies are requested to ‘strengthen their contribution to

¹ The report of the workshop is available at http://www.undp.org/capacity/docs/Cap_Bld_UNIA_report.pdf.

sustainable development programmes and the implementation of Agenda 21 at all levels, particularly in the area of promoting capacity building’.

38. Although not making a specific reference to capacity building, *Millennium Development Goal 7 – ensure environmental sustainability* – and one of its associated targets – *integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources* – suggests that capacity building has to play a key role in the context of the environment and development agenda.

39. A number of resolutions of the *General Assembly* underline the role of capacity building. For example, resolution 56/201 stresses ‘that capacity building and its sustainability should be explicitly articulated as a goal of technical assistance provided by operational activities of the United Nations system, with the aim of strengthening national capacities’.

40. More specifically on protection and management of natural resources, the *WSSD Plan of Implementation* asks for increased efforts in capacity building in the areas of water, agriculture, implementation of the United Nations Framework Convention on Climate Change (UNFCCC) and the United Nations Convention to Combat Desertification (UNCCD), mountain ecosystems, sustainable tourism, indigenous and community-based biodiversity conservation, forests, and mining (paragraphs 24-46).

41. The biodiversity-related multilateral environmental agreements have stressed the significance of capacity building for achieving their implementation. One of the four strategic goals of the Strategic Plan of the *Convention on Biological Diversity* (CBD), adopted at the 6th Conference of the Parties in 2002, focuses on capacity: ‘Parties have improved financial, human, scientific, technical, and technological capacity to implement the Convention’. One of the objectives associated to this goal is ‘Technical and scientific cooperation is making a significant contribution to building capacity’.

42. The Strategic Vision of the *Convention on International Trade in Endangered Species of Wild Fauna and Flora* (CITES), adopted at the 11th Conference of the Parties in 2000, puts a strong emphasis on Parties’ capacity. Goal 1 – ‘Enhance the ability of each Party to implement the Convention’ – outlines the need for organisational capacity and cooperation to achieve the goal and considers the potential of regional coordination and collaboration for national capacity building efforts. Objective 1.3 includes the strengthening of the enforcement capacity of the Parties, and an action point under objective 1.5 asks for the evaluation of national capacity and training needs on the basis of information from Parties. To develop and implement joint projects with other MEAs, *inter alia* on capacity building, is an action point under objective 5.1.

43. The Strategic Plan of the *Convention on Migratory Species* (CMS) for 2000-2005, adopted by the 6th Conference of the Parties in 1999, identifies, in objective 4, the need for facilitating and improving implementation of the Convention.

44. The 8th Conference of the Contracting Parties to the *Convention on Wetlands* in 2002 adopted the Ramsar Strategic Plan 2003-2008. It recognises a number of challenges, including training and capacity building that require urgent attention in order to achieve wetland wise use under the Convention. General objective 4 asks for ensuring that the Convention has the required implementation mechanisms, resources, and capacity to achieve its mission. It further outlines: ‘There is an urgent need in all regions and at all levels, particularly in developing countries and countries in transition, to strengthen the capacity of the institutions responsible for achieving the Convention’s mission and objectives’. Furthermore, operational objective 18.1 requires to ‘develop the capacity within, and promote cooperation among, institutions in Contracting Parties to achieve conservation and wise use of wetlands’.

45. The Operational Guidelines of the *Convention Concerning the Protection of the World Cultural and Natural Heritage* (World Heritage Convention), adopted in 1977 with a number of subsequent updates, outline a range of assistance available to State Parties for the implementation of the Convention. The assistance includes preparatory assistance, emergency assistance, training, technical cooperation, and assistance for educational, information and promotional activities.

Aim and objectives

46. The *aim* of this study is to identify the potential role of the EMG in facilitating increased cooperation between UN agencies involved in development and implementation of capacity building for the conservation and sustainable use of biological diversity, including definition of the scope of a possible resource library. The project is expected to feed into the work of the High-level Open-ended Intergovernmental Working Group on an Intergovernmental Strategic Plan for Technology Support and Capacity Building.

47. The *objectives* of this study are:

- Provide an overview of existing activities of UN agencies and conventions in the field of capacity building for biodiversity
- Support the EMG members in facilitating information exchange on their experience in developing and implementing capacity building in the area of biological diversity, in particular methodologies, approaches, successes and challenges, with a focus on experiences with cooperative projects and partnerships
- Enable EMG members to identify common areas of concern and interest and to cooperate through the EMG and thus, use their resources more effectively.

EXISTING CAPACITY BUILDING INITIATIVES OF UN AGENCIES AND BIODIVERSITY-RELATED MULTILATERAL ENVIRONMENTAL AGREEMENTS

48. This chapter provides a brief overview of activities of UN agencies, biodiversity-related conventions and agreements and other relevant organisations in the area of capacity building for biological diversity. It is neither intended to provide a complete overview nor to give information on details, but to demonstrate the wealth of efforts and to provide references that enable those interested to obtain more information on the specific activities.

49. The activities are arranged alongside nine issues of relevance to UN agencies, including conventions and UN-led partnerships, where experience in capacity building has been gained and/or capacity building is needed²:

- Conservation of biological diversity
- Sustainable use of biological diversity
- Biosafety
- Access to genetic resources and benefit-sharing
- Research and monitoring
- Cooperation with stakeholders
- Outreach and public awareness
- Biodiversity and the Millennium Development Goals
- Legal, financial and institutional issues.

50. *The issues were defined through a first questionnaire to the EMG members (see Annex I). The emerging list of issues was further developed by the IMG teleconference on 18 June and the EMG meeting on 1 September. Please note that several activities might be relevant for other issues in addition to those they have been allocated to.*

Conservation of biological diversity

Convention on Biological Diversity

51. The Convention on Biological Diversity (CBD) *Elaborated Programme of Work on Marine and Coastal Biological Diversity*, adopted by COP 7 in 2004³, states that its successful implementation will require national and regional capacity building and financial resources for developing country Parties. This is further specified in programme element 1 on integrated marine and coastal area management, programme element 2 on marine and coastal living resources, programme element 3 on marine and coastal protected areas and programme element 5 on invasive alien species as well as in the programme of work's enabling activities.

52. The CBD *Programme of Work on Inland Water Biological Diversity*⁴ identifies a number of capacity building, assistance and training needs, including, regarding economic and legal instruments, for the development of policy research capacity needed to inform the decision-making process in a multidisciplinary and sectorally integrated manner. In addition, the work programme stresses the need for capacity building in taxonomy of inland water organisms.

² Under each issue, the activities appear in the alphabetical order of the agencies and conventions. Cooperative or partnership initiatives follow after the agencies and conventions.

³ Decision VII/5

⁴ Decision IV/4

53. The CBD *Programme of Work on Agricultural Biodiversity*⁵ contains programme element 3 on capacity building, with the operational objective ‘to strengthen the capacities of farmers, indigenous and local communities, and their organisations and other stakeholders, to manage sustainably agricultural biodiversity so as to increase their benefits, and to promote awareness and responsible action’. The objective is accompanied by a range of activities, ways and means, and timing of the expected outputs.

54. The CBD *Expanded Programme of Work on Forest Biological Diversity*⁶ acknowledges the need to ensure capacity building to allow for its implementation by all relevant stakeholders. It also highlights capacity building and strengthening

- for prevention and post-fire forest biodiversity restoration at the community, national and regional levels
- for sustainable use of timber and non-timber forest products
- for indigenous and local communities to generate opportunities for sustainable use of forest biodiversity and for access to markets
- for indigenous and local communities to resolve land rights and land disputes in order to sustainably manage forest biodiversity
- for indigenous and local communities to negotiate benefit-sharing arrangements
- for effective law enforcement
- for monitoring forest biodiversity at the national level.

In addition, Parties are asked to increase the emphasis on capacity building, research and training.

55. The CBD *programme of work on dry and sub-humid lands*⁷ also stresses the importance of capacity building, specifically in relation to multidisciplinary and interdisciplinary case studies on management practices, assessment of dryland biodiversity, the need for research and development programmes with a focus on building local capacity for effective conservation and sustainable use of dryland biodiversity, and targeted actions in response to identified needs.

56. At its 6th Conference of the Parties, the CBD adopted the *Global Strategy for Plant Conservation*⁸. The COP emphasised the need for capacity building, particularly in developing countries, small island developing states, and countries with economies in transition, in order to enable them to implement the strategy. The strategy recognises building capacity for the conservation of plant diversity as a sub-objective, with a focus on enhancing human resources, physical and technological infrastructure, financial support, as well as linking and integrating actors to maximise action and potential synergies.

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

57. The purpose of the Convention on International Trade in Endangered Species of Wild Fauna and Flora (CITES) is to ensure that no species of wild fauna or flora becomes or remains subject to unsustainable exploitation because of international trade. The purpose of capacity building within the context of CITES is to improve the working of the Convention so that international trade in wild fauna and flora is increasingly and consistently conducted at sustainable levels. The capacity building activities of the CITES Secretariat are guided by the *CITES strategic plan* (Strategic Vision through 2005)⁹. Capacity building is an important part of each of the plan’s seven goals. All capacity building activities under CITES are therefore related to biodiversity conservation.

⁵ Decision V/5

⁶ Decision VI/22

⁷ Decision V/23

⁸ Decision VI/9

⁹ <http://www.cites.org/eng/decis/valid12/annex1.shtml>

Convention on Migratory Species

58. The *African-Eurasian Migratory Waterbird Agreement* (AEWA) under the CMS acknowledges that effective implementation of the Agreement requires assistance to be provided to some Range States for research, training and monitoring of migratory waterbird species and their habitats, for the management of those habitats as well as for the establishment or improvement of scientific and administrative institutions for the implementation of the Agreement. Resolution 2.4, on the international implementation priorities of AEWA for 2003-2007, adopted by the Second Session of the Meeting of the Parties in 2002, includes as a priority the improvement of the survey and monitoring capacity for migratory waterbirds and the sites they use through training and by providing equipment.

Convention on Wetlands

59. The *strategic plan* 2003-2008 of the Convention¹⁰ identifies the capacity building and training needs of institutions and individuals concerned with the conservation and wise use of wetlands, particularly in developing countries and countries in transition, and the implementation of appropriate responses as an operational objective. In response, *regional centres for training and research* on wetlands in the western hemisphere (Panama), and in Western Asia are under development, while for the Mediterranean the MEDWET unit promotes, *inter alia*, capacity building initiatives. Specific training is provided by RIZA (Institute for Inland Water Management) in The Netherlands and the Kenyan Wildlife Service. UNESCO-IHE in Delft, The Netherlands are providing a *virtual platform to network* alumni from these training courses, helping to consolidate and self-motivate continued capacity building, north-south, south-south and north-north. Involvement of private enterprise support is achieved through the Danone - Evian Fund for Water, which provides support for the promotion of capacity building training workshops and related projects, which have global coverage.

60. The *Ramsar Secretariat's work plan 2003*¹¹ recognises capacity building as a vital tool for the implementation of the Convention in all Ramsar regions. It acknowledges capacity building needs particularly for application of the guidelines for establishing and strengthening the participation of local communities and indigenous peoples in the management of wetlands. It also requires parties with bilateral development assistance agencies to give priority to institutional capacity building. The secretariat administers a small grants programme which exists to build capacity in a range of ways. Specific capacity building in the Neotropics is provided by the Wetlands for the Future programme (see below), and in Africa by the Swiss Fund for Africa.

61. The Secretariat of the Convention, the US Department of State, and the US Fish and Wildlife Service, support the *Wetlands for the Future Fund* (WFF) training initiative for the Western Hemisphere. This activity promotes the implementation of the concept of 'wise use' of wetlands through the strengthening of the capacity of countries to manage their wetland resources in perpetuity and by contributing to the integration of wetland conservation and management with the development process. All proposed activities must be in line with the principles, recommendations and guidelines of the Ramsar Convention. The Wetlands for the Future Fund initiative is intended to catalyze wetland-training activities currently underway or planned within the region, or complement existing training and education initiatives with wetland-related instruction. The funding is mostly allocated on the fields of long and short-term training, practical application of Ramsar's wise use concept and guidelines, reserve personnel training programmes and information management and transfer. From 1995 to 2003, 215 projects have been funded under this scheme. The US Government finances the Fund through congressional appropriations.

¹⁰ Operational objective 20.1; see http://www.ramsar.org/key_strat_plan_2003_e.htm

¹¹ http://www.ramsar.org/key_workplan_bureau_2003.htm

Convention on Wetlands, Convention on Biological Diversity, Convention on Migratory Species and Agreement on the Conservation of African-Eurasian Migratory Waterbirds

62. These agreements have *joint work plans* that include activities for the conservation and wise use of wetlands. The actions include the development of training and capacity building initiatives, and foresee increasing activity under the respective agreements' programmes on communication, education and public awareness.

Food and Agriculture Organization of the United Nations

63. The *International Treaty on Plant Genetic Resources for Food and Agriculture*¹², adopted in 2001, demands international cooperation to be directed to 'establishing or strengthening the capabilities of developing countries and countries with economies in transition with respect to conservation and sustainable use of plant genetic resources for food and agriculture' (article 7). In article 8, the Parties agree to promote the provision of technical assistance to Contracting Parties, especially those that are developing countries or countries with economies in transition, either bilaterally or through the appropriate international organisations, with the objective of facilitating the implementation of this treaty.

64. The International Treaty on Plant Genetic Resources for Food and Agriculture establishes a *Multilateral System* to facilitate access to plant genetic resources for food and agriculture and to share the benefits arising from the utilization of these resources. Article 13 establishes capacity building in particular in developing countries, and countries with economies in transition for the implementation of the Multilateral System as a priority, through

- programmes for scientific and technical education and training in conservation and sustainable use of plant genetic resources
- developing and strengthening facilities for conservation and sustainable use of plant genetic resources for food and agriculture
- carrying out scientific research and developing capacity for such research.

65. The *Global Plan of Action for the Conservation and Sustainable Utilization of Plant Genetic Resources for Food and Agriculture*¹³ was adopted by the International Technical Conference on Plant Genetic Resources in Leipzig, Germany, in 1996. It carries a wide range of capacity building activities, including the following:

- Building strong national programmes
- Promoting networks for plant genetic resources for food and agriculture
- Constructing comprehensive information systems for plant genetic resources for food and agriculture
- Developing monitoring and early warning systems for loss of plant genetic resources for food and agriculture
- Expanding and improving education and training
- Promoting public awareness of the value of genetic resources for food and agriculture conservation and use.

66. The *Global Strategy for the Management of Farm Animal Genetic Resources*¹⁴ provides a technical and operational framework for assisting countries, comprising:

- an intergovernmental mechanism for direct government involvement and policy development
- a country-based global infrastructure to help countries cost-effectively plan, implement and maintain national strategies for the management of animal genetic resources

¹² <ftp://ext-ftp.fao.org/waicent/pub/cgrfa8/iu/ITPGRRe.pdf>

¹³ <http://www.fao.org/WAICENT/FaoInfo/Agricult/AGP/AGPS/Pgrfa/Pdf/GPAENG.PDF>

¹⁴ <http://www.fao.org/ag/cgrfa/AnGR.htm>

- a technical programme aimed at supporting effective action at the country level in the sustainable intensification, conservation, characterisation and access to animal genetic resources
- a reporting and evaluation system to guide the Strategy's implementation, facilitate collaboration, coordination and policy development and maximise cost-effectiveness of activity.

United Nations Development Programme

67. The United Nations Development Programme (UNDP) provides capacity development for:

- Implementation of measures for *in situ* and *ex situ* conservation and sustainable use
- Methodologies to evaluate and mitigate specific threats to biodiversity components.

Targeted capacity development initiatives for biodiversity are one set of UNDP capacity development activities in the area of biodiversity throughout the world. In Africa for example, the UNDP Global Environment Facility (GEF) supported 'African NGO-Government Partnerships' project has dramatically strengthened the biodiversity conservation capacity of NGOs, as a direct complement to government activity, in ten African countries.

68. UNDP supports *regional capacity development* for biodiversity through projects. For example in East Africa and Southern Africa UNDP provides support in areas such as holistic wildlife conservation and cross-boarder conservation of dryland biodiversity; in Asia, water shed management of coastal, marine and freshwater ecosystems among the riparian states of the Mekong river basin; or in the Arab states the Regional - Maghreb Plant Genetics project which supports participatory management of plant genetic resources in date palm oases of the Maghreb as well as other notable Conservation and Sustainable Use of Medicinal Plants projects. UNDP GEF supports 36 such regional projects in Africa, 16 in Asia & the Pacific, 11 in the Arab States, 6 in Europe & the Common Wealth of Independent States, and 14 in Latin America and the Caribbean.

United Nations Educational, Scientific and Cultural Organization

69. UNESCO-MAB (Man and the Biosphere Programme) runs projects devoted specifically to building capacity in biodiversity conservation and sustainable use. An example is the UNESCO-MAB/UNEP-GEF *Regional Project on Building Scientific and Technical Capacity for Effective Management and Sustainable Use of Dryland Biodiversity in West African Biosphere Reserves*, working in Benin, Burkina Faso, Côte d'Ivoire, Mali, Niger and Senegal¹⁵.

World Bank

70. Many relevant activities are related to supporting *innovative models of managing and financing protected areas*, often including their buffer zones and transboundary conservation areas¹⁶. A notable feature of many of these programmes is the increasing involvement of local community organisations in implementation, providing communities with a key stake in sustainable resource management and biodiversity conservation. Projects often aim at enhancing capacity and facilities of staff and offices of the reserves concerned. Conservation awareness, education and social marketing are other key focus issues for World Bank support to protected areas.

World Heritage Convention

71. The international *assistance under the World Heritage Fund* includes, *inter alia*, the following¹⁷:

¹⁵ <http://www.unesco.org/mab/activities.htm#GEF>

¹⁶ [http://lnweb18.worldbank.org/ESSD/envext.nsf/48ByDocName/CornerstonesforConservationWorldBankAssistanceforProtectedAreas2003/\\$FILE/CornerstonesForConservationPortfolioReview2003.pdf](http://lnweb18.worldbank.org/ESSD/envext.nsf/48ByDocName/CornerstonesforConservationWorldBankAssistanceforProtectedAreas2003/$FILE/CornerstonesForConservationPortfolioReview2003.pdf)

¹⁷ <http://whc.unesco.org/pg.cfm?cid=109>

- Preparatory assistance for the preparation of tentative lists of properties suitable for inclusion on the World Heritage List as well as for the preparation of training courses or large-scale technical assistance projects
- Technical cooperation for the conservation and management of properties inscribed on the World Heritage List through studies concerning the artistic, scientific and technical problems raised by the protection, conservation, presentation and rehabilitation of the cultural and natural heritage; provision of experts, technicians and skilled labor; and supply of equipment which the country concerned does not possess or is not in a position to acquire
- Training assistance for the training of staff and specialists at all levels in the field of identification, protection, conservation, presentation and rehabilitation of the cultural and natural heritage
- Emergency assistance for the preparation of urgent nominations, to draw up 'emergency plans' or to take emergency measures for the safeguarding of properties inscribed on or nominated to the World Heritage List
- Assistance for educational, information and promotional activities for, *inter alia*, helping to create interest in the Convention, creating a greater awareness of the issues related to the implementation of the Convention, and stimulating education, information and promotional programmes and activities, especially when they involve the participation of young people for the benefit of World Heritage conservation.

Global Invasive Species Programme

72. Capacity building programmes in developing countries by The Global Invasive Species Programme (GISP)¹⁸ Partnership (comprising core members IUCN, CAB International, The Nature Conservancy, South African National Biodiversity Institute and Working for Water, as well as numerous collaborating partners such as BioNET and the Invasive Species Specialist Group, ISSG) related to invasive alien species (IAS) management include the following key activities:

- development of a modular generic IAS training course in association with ISSG
- customization, pilot-testing and evaluation of this course in the southern and east African region in association with CABI's Africa Regional Centre, the International Centre of Insect Physiology and Ecology (ICIPE) and The World Bank/ Netherlands Partnership Programme
- global roll-out of this course, adapted for other regions, from 2006 onwards in association with several GISP partners (via GEF and other funding) in five pilot countries: Chile, Costa Rica, Senegal, Tanzania, and Vietnam
- identification and removal of (capacity) barriers for IAS management in Africa, in association with CABI Africa Regional Centre
- development of biocontrol-focused IAS training activities in Africa in association with Working for Water and Rhodes University.

Great Apes Survival Project

73. The Great Apes Survival Project (GRASP) is a *partnership* between UNEP, UNESCO and a range of organisations, including CBD, CITES, CMS, World Heritage Convention and a number of non-governmental organisations¹⁹, with the aim of addressing the alarming decline of the great apes. The project builds on the expertise of the partners such as the CITES and CBD work on bushmeat. While recognising the autonomy of the initiatives of the project partners, the purpose of the Great Apes Survival Project is to provide a framework into which all the individual conservation efforts of governments, wildlife departments, academics, NGOs, UN agencies and others can be layered to ensure maximum efficiency, effective communication and successful targeting of resources.

¹⁸ <http://www.gisp.org>

¹⁹ <http://www.unep.org/grasp/>, <http://www.unesco.org/mab/grasp.htm>

International Coral Reef Action Network

74. The International Coral Reef Action Network (ICRAN), established in 2000, is a *global partnership of coral reef experts* who are working to halt and reverse the decline of the health of the world's coral reefs²⁰. Partners include some of the world's leading coral reef scientists and conservation groups, as well as UNEP, United Nations Foundation, South Asia Co-operative Environment Programme, and South Pacific Regional Environment Programme. ICRAN partners have created a globally integrated action plan to manage and protect coral reefs created as a coordinated response to the International Coral Reef Initiative's (ICRI) urgent 'Call to Action', and the following '*Framework for Action*', the internationally agreed blueprint for the conservation of coral reefs. ICRAN works through three interlinked components: reef management, global coral reef monitoring and assessment, and communications and knowledge dissemination. Focussing on these objectives, ICRAN implements its strategy through a network of sites, a series of marine protected areas from community-based initiatives to national parks, located in the Wider Caribbean, East African, East Asian and South Pacific regions. ICRAN involvement at the site level is coordinated by the UNEP Regional Seas Offices, and is centred around capacity building activities such as a Training of Trainers programme, infrastructural improvements, experience sharing workshops, and the transfer of new technologies, best practices and lessons learned between sites. Also relevant to capacity building on a global scale is the *International Coral Reef Information Network* (ICRIN), the communications and public awareness hub of ICRAN²¹, which acts as a public awareness resource by providing general coral reef information using a broad range of media, and more tailored materials, targeted at policy and decision makers, and other private sectors such as the tourism industry.

Sustainable use of biological diversity

Convention on Biological Diversity

75. At its 6th meeting, the Conference of the Parties adopted proposals for the design and implementation of *incentive measures* as well as recommendations for future cooperation on incentive measures²². Adequate human and physical capacity is recognised as key to the effective development of incentive measures both in the proposals and the recommendations. A number of elements are proposed to meet this requirement, including the training of biodiversity specialists and decision makers in the design and implementation of incentive measures, explaining the value of biodiversity at the community and sectoral level, and the development of capacity to conduct research and analysis on incentive measures.

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

76. To enhance the ability of each Party to implement the Convention, the Secretariat actively provides *advice and assistance to Parties* on all aspects of the Convention, directly from the Secretariat and through country missions, in the areas of general implementation, science, legislation, compliance and enforcement, training and information. National and regional participation is promoted through regular meetings of the Conference of the Parties, technical committees, and regional/national training workshops. *Training* is provided through workshops and various forms of e-learning²³. The main priority for training is improving capacity to manage and regulate the legal trade in CITES specimens, focussing on permits and certificates (from applications to issuance), non-detriment findings, border inspections (document verification and species identification), and general compliance with CITES provisions.

²⁰ http://www.icran.org/about/ICRAN_about.htm

²¹ <http://www.icran.org/about/communication.html>

²² Decision VI/15

²³ <http://www.cites.org/eng/notifs/2004/015.pdf> and <http://www.cites.org/eng/notifs/2003/073.shtml>

77. The Secretariat of the Convention developed a *train-the-trainer programme* to enhance national capacity building efforts, and regularly provides Parties with training presentations and tools. The Secretariat also publishes regular editions of ‘The Evolution of CITES’ to assist Parties in interpreting and applying the provisions of CITES, the CITES Handbook, a compilation of essential reference materials, and CD-ROM copies of the website²⁴. Advice and all forms of assistance are provided in the three working languages of the Convention.

78. To strengthen the scientific basis of the decision-making processes, the Secretariat has a Scientific Support Unit that provides support and assistance to Parties and to the Technical Committees (Animals, Plants and Nomenclature). The Secretariat also provides regular *regional training workshops for Scientific Authorities*, that cover fundamental issues regarding the scientific requirements for implementing CITES and relating to trade in wild animal and plant species, the making of non-detriment findings for exports of Appendix-II listed species, quota setting, monitoring of harvest and trade and supervision of various forms of wildlife production. The Secretariat also undertakes projects based on the tasks outlined in the Resolutions and Decisions adopted at meetings of the Conference of the Parties and on recommendations of the Animals and Plants Committees (such as meetings of technical experts and management-related research), and raises funds for these and other science-related projects proposed by Parties.

United Nations Development Programme

79. The biennial *Equator Prize*²⁵ promotes sustainable use of biological diversity at the community level. Every two years, UNDP through the Equator Initiative gives the Equator Prize to outstanding communities that have achieved the dual objective of sustainably using their biological diversity and alleviating poverty. To honour their work, the winners receive cash awards of US\$30,000 each. This money is used to support their programme of work and promote the scaling-up of their community level success. The winning and finalist communities also gained unparalleled access to national and local policy makers as a result of a comprehensive effort to promote national coverage of their successes.

80. The *Equator Prize 2004* was awarded to seven outstanding communities from the Equator Belt who – selected from over 340 nominations – again showed the tremendously high caliber of community-level work to reduce poverty and conserve biodiversity. These communities were honoured, together all of the prize finalists, at the CBD COP 7 meeting in Kuala Lumpur, Malaysia. By sponsoring representatives from both the winning and finalist initiatives to participate in CBD COP 7, creating a community dialogue space (the ‘Community Kampung’) which these community representatives hosted and used as a place for organizing and sharing knowledge on a daily basis²⁶, and through the award ceremony process, UNDP facilitated their access to global policy makers and officials. The communities also gained access to international policy makers and were able to influence policy through their involvement as official delegates to COP 7. Global awareness of the interlinkages between poverty reduction and conservation was also improved through the prize process, with visits to the Equator Initiative’s website rising to 100,000 per month and the prize – and biodiversity conservation issues as a whole - receiving extensive coverage in international print, television, radio and digital media. Similarly, the *Equator Prize 2002* had been awarded to seven communities, selected from over 440 nominations. These communities were honoured at the World Summit on Sustainable Development in Johannesburg, South Africa. In Johannesburg as well, UNDP sponsored over 50 community representatives from the winning and finalist initiatives, created a community dialogues space (the ‘Community Kraal’) that was hosted by community representatives, and was used for daily

²⁴ For an overview of the CITES publications, see <http://www.cites.org/eng/resources/publications.shtml>

²⁵ <http://www.undp.org/equatorinitiative/>

²⁶ <http://www.undp.org/equatorinitiative/secondary/events/CommunityKampung.htm>

sessions of knowledge sharing and organizing to bring the community-based perspective to governmental negotiations that were underway at the WSSD²⁷.

United Nations Educational, Scientific and Cultural Organization

81. UNESCO's programme on *Man and the Biosphere* (MAB) puts, through a range of different institutional arrangements and activities, a strong focus on building capacity for the sustainable use and conservation of biological diversity. The programme runs *Centers of Excellence and Training*, for example the Regional School on Integrated Management of Tropical Forests (Ecole régionale post-universitaire d'aménagement et de gestion intégrés des forêts tropicales, ERAIFT)²⁸, located in the Democratic Republic of Congo. This project includes all the francophone countries in Africa. The aim is to educate some thirty African specialists each year in the area of integrated management of tropical forests. Other important aspects are to collaborate with local communities, improve the conditions for the local population and work for a sustainable development.

United Nations University

82. In Africa, UNU-Institute for Natural Resources in Africa (UNU-INRA) works with International Agricultural Research Centers (IARCs) and National Agricultural Research Systems (NARS) to develop more sustainable farming systems involving *diversified uses of indigenous African food crops* alone or in combination with introduced staples. The objective is to promote the increased utilization of the indigenous food crops both locally and globally thereby enhancing food security. In addition, commercialization of Africa's indigenous food crops and medicinal plants will improve the continent's export base and lead to poverty reduction in rural communities. The project activities, include, *inter alia*:

- Collection and analysis of data on the biodiversity of indigenous African food crops and medicinal plants including their traditional and indigenous ethnobotanical knowledge with a view to developing a database of sufficient scope for further research and development and advisory services.
- Monitoring of biodiversity, inventorying of indigenous African plant resources and identifying losses in biodiversity as a basis for introducing more effective biodiversity conservation measures²⁹.

83. The *UNU-Fisheries Training Programme* (UNU-FTP) helps contribute to effective management of this important natural resource through six-month training courses offered each year that are focused on fisheries management³⁰. The post-graduate course is targeted at professionals and experts from the developing world, who are drawn from the public and private sectors as well as academia. During their six months in Iceland, provincial fisheries administrators, fisheries scientists and operational managers, economists, planners and technical personnel receive in-depth, individualized training in fisheries policy and planning; marine and inland waters resources assessment and monitoring; quality management of fish handling and processing; management of fisheries companies and marketing; fishing technology; fleet operations; aquaculture; or environmental protection assessment and monitoring. Cooperating partners include the University of Iceland, the University of Akureyri, and the research institutes the Icelandic Fisheries Laboratories and the Marine Research Institute. Nineteen fellows (nine of them women) from 13 developing countries joined the programme in August 2004.

84. UNU-International Network on Water, Environment and Health (UNU-INWEH) offers an annual training focused on *mangrove ecosystems*, which maintains an integrated approach towards management of coastal ecosystems³¹. The fourth joint UNU-INWEH/UNESCO international

²⁷ <http://www.undp.org/equatorinitiative/secondary/kraal.htm>

²⁸ <http://www.unesco.org/mab/activities.htm#ERAIFT>

²⁹ http://www.inra.unu.edu/programme_area2.htm

³⁰ <http://www.unuftp.is/>

³¹ <http://www.inweh.unu.edu/inweh/Training/Mangroves.htm>

training course on coastal biodiversity in mangrove ecosystems was held from 31 May-14 June 2004 at the Centre of Advanced Study (CAS) in Marine Biology, Annamalai University, India. The course provides young professionals holding a postgraduate degree in marine sciences or a closely related field with training in the methodology for assessing, monitoring and conserving biodiversity in mangrove ecosystems. In 2002, UNU Centre sponsored 9 of the 13 participants in the course.

85. In addition, its Water Virtual Learning Center, developed in collaboration with the UN Department of Economic and Social Affairs, provides distance-learning opportunities for water professionals to enhance their capacity on best practices for water management in developing countries³². The programme provides *training in Integrated Water Resources Management (IWRM)* through a core curriculum in distance learning. It is intended as a specialised, undergraduate-level programme for individuals, usually with undergraduate degrees, but with little or no previous training in the IWRM-related aspects of environmental engineering, natural science and social science. The course materials were developed in consultation with over thirty organisations including state and federal government in Canada and the US, as well as universities. The following intergovernmental organisations were also involved in the consultation process: UNESCO, WHO, WMO, UNEP, UNU, SOPAC and the Canada/US International Joint Commission.

86. To promote the efficient *management of the Pantanal Wetlands*, UNU-Pantanal Regional Environmental Programme (UNU-PREP) in collaboration with the UNU Institute of Advanced Studies (UNU-IAS), has begun capacity building activities and policy discussions to promote an interlinkages approach for wetland management in the Pantanal, which promotes synergy and coordination among multilateral environmental agreements. A meeting convened in October 2003 brought together policymakers, scholars, civil society and intergovernmental organisations to exchange best practices and to develop coherent policies for the sustainable development of the Pantanal wetlands focusing on the integrated approach for wetland management. To this end, the workshop discussed the major related international instruments, including the Ramsar Convention, the Convention on Biological Diversity, the Framework Convention on Climate Change, the Convention on Migratory Species, and the World Heritage Convention.

87. Efficient utilization of water in arid areas is a key component of both agricultural production and management of marine resources. The *Integrating Land Management in Dry Areas* project, run by UNU-Centre, assists developing countries in dry areas to manage their land resources while achieving sustainable utilization of water and biodiversity resources contained therein³³. Integrated management of natural resources and developing multidisciplinary approaches is the key to achieving these objectives. The project functions as a network of researchers and institutions working together through project activities and research programmes. The primary collaborating organisations are UNU-INWEH, UNESCO and the International Centre for Agricultural Research in the Dry Areas (ICARDA).

88. The People, Land Management and Environmental Change (PLEC), project, run by UNU-Centre, aims to develop *sustainable and participatory approaches to biodiversity conservation within agricultural regions located in priority ecosystems*, such as forests, mountains, semi-arid, freshwater and wetlands. Working in close collaboration with farmers and local communities, PLEC aims to integrate locally developed knowledge with scientific assessments so that crop and management diversities are maintained³⁴.

³² The course materials can be found at <http://wvlc.uwaterloo.ca/>; see also <http://www.inweh.unu.edu/inweh/Training/WVLC.htm>.

³³ <http://www.unu.edu/env/land/land.html>

³⁴ For further information, including a list of collaborating institutions, see <http://www.unu.edu/env/plec>.

89. In collaboration with the Japanese International Cooperation Agency, UNU-IAS co-organized five one- and two-day *courses* in 2002: Environment Policy and Environmental Management System (18–19 June), Environmental Education Training for NGO Staff in Indonesia (15 July), The Role of Distance Learning in Support of Environmental Education (9 October), and Ecosystem Monitoring (29 October).

90. *UNU-Environment and Human Security*, the newest of the UNU Research and Training Centres and Programmes, will investigate how environmental events and changes influence and are influenced by civilization and its sustainability. While its scope include all degradation processes, hazards, risks, vulnerabilities and coping capacities related to and influencing human security, the Institute's research and training activities in its initial 2004-2005 biennium will focus on flood plains and deltas, with emphasis on urban centres. Drought and its impact on rural communities are envisaged as an added priority from 2006. The Institute will also work on 'creeping' environmental hazards, including climate change, land degradation, population pressure and migration, changing resource availability and quality which imperil communities gradually, usually in a hidden way.

World Bank

91. Since the inception of the World Bank/WWF Alliance for Forest Conservation and Sustainable Use, the Bank has invested significant resources in developing tools and associated training and informational materials to educate stakeholders and to facilitate the forest certification process in selected countries and regions. Given the body of work it has amassed on this issue, the Alliance is developing a *Learning and Capacity Building (LCB) strategy for promoting sustainable forest management*, with a specific emphasis on creating the enabling environment for forest certification in those countries and regions with the greatest potential to bring certified product to market while delivering the environmental, social and economic benefits at the level of the forest management unit³⁵.

GreenCustoms Project

92. The GreenCustoms Project³⁶ is a joint initiative between the World Customs Organization (WCO), Interpol, CITES, the Basel Convention, and UNEP Division of Technology, Industry, and Economics's OzoneAction Programme. It builds on the range of existing *training initiatives* of these partners *in the field of combating illegal international trade in commodities such as ozone depleting substances, toxic chemicals, hazardous waste and endangered species*. Special training modules will be created by blending together the modules currently being used by the individual convention secretariats. Manuals will be compiled and field-tested by customs officials, to supplement the training they receive under this programme. These will include a 'Green Customs Manual', a collaborative initiative of the convention secretariats, and a manual to facilitate the implementation of UNEP's Guidelines on Compliance and Enforcement of Multilateral Environmental Agreements. Based on the experience of CITES with an interactive CD-ROM, UNEP will develop distance and internet learning techniques for integrated training. It is also developing a compliance and enforcement manual, which it plans to use to train enforcement personnel, including customs officials.

United Nations Environment Programme – United Nations Conference on Trade and Development Capacity Building Task Force on Trade, Environment and Development

93. The UNEP-UNCTAD Capacity Building Task Force on Trade, Environment and Development (CBTF)³⁷ was launched in 2000. It aims at strengthening the capacities of countries,

³⁵ <http://lnweb18.worldbank.org/ESSD/envext.nsf/80ByDocName/LearningandCapacityBuildingLearningandCapacityBuildingReview>

³⁶ <http://www.uneptie.org/ozonaction/customs/home.htm>

³⁷ <http://www.unep-unctad.org/cbtf/index.htm>

particularly those of developing countries and countries with economies in transition, to *effectively address trade – environment – development issues*. The Task Force works through five activity clusters:

- Thematic research on major issues related to trade – environment – development and on practical approaches to sustainably address them
- Country projects to enhance countries' capacity to develop mutually supportive trade, environment and development policies
- Training to enhance countries' appreciation of the relationship and complementarities between trade, environment and development
- Policy dialogue to facilitate awareness raising, consultations and exchange between experts, policy-makers and negotiators at the national, regional and international level
- Networking and information exchange to provide technical and operational support at the national and regional level.

The CBTF aims to work closely with the World Trade Organization (WTO) and other relevant organisations within the UN system, in particular UNDP, FAO, UNIDO, UNU, UNITAR, the World Bank as well as regional UN economic commissions.

Biosafety

Convention on Biological Diversity

94. The *Cartagena Protocol on Biosafety* to the CBD requires Parties, in Article 22, to 'cooperate in the development and/or strengthening of human resources and institutional capacities in biosafety'. The first meeting of the Conference of the Parties serving as the meeting of the Parties to the Protocol (COP-MOP 1), held in February 2004, adopted *an Action Plan for Building Capacities for the Effective Implementation of the Protocol*. COP-MOP also established a Coordination Mechanism aimed at promoting synergies and partnerships between various capacity-building initiatives and developed a set of indicators for monitoring implementation of the Action Plan³⁸. The CBD Secretariat is undertaking a number of activities to facilitate capacity-building for the effective implementation of the Protocol. These include, among others:

- developing and maintaining the Biosafety Clearing-House (BCH), a mechanism established by the Protocol to facilitate exchange of information and to assist Parties to implement the Protocol
- organizing training workshops, for example on the BCH, Article 18 (Handling, Transport, Packaging and Identification) and other issues
- maintaining databases on capacity building initiatives and opportunities³⁹ to facilitate sharing of information on the activities, achievements, experiences and lessons learned from existing initiatives and also information on available opportunities such as funding, training, fellowships, *etc*
- assisting countries to assess their biosafety capacity building needs and priorities and maintaining a database where such information is registered and readily accessed by donor countries and organisations in order to facilitate tailoring of available financial and technical assistance to country-defined needs and priorities⁴⁰
- maintaining a roster of experts, established by the Conference of the Parties to provide advice and other support, upon request, to developing country Parties to conduct risk assessment, make informed decisions, develop national human resources and promote institutional strengthening, associated with the transboundary movements of Living Modified Organisms (LMOs)⁴¹

³⁸ Decision BS-I/5

³⁹ Accessible through the BCH at <http://bch.biodiv.org/capacitybuilding/>

⁴⁰ The database is accessible at: <http://bch.biodiv.org/capacitybuilding/capacityneeds.aspx>

⁴¹ It is accessible through the BCH at: <http://bch.biodiv.org/roster/>

- developing guidance materials, including toolkits, brochures and other resource materials⁴²
- administering the Coordination Mechanism, including organisation of meetings of the Liaison Group on Capacity-Building in Biosafety and Coordination Meetings, in order to foster synergies and partnerships between different initiatives.

Food and Agriculture Organization of the United Nations

95. FAO provides to its members, on request, *policy advice* on biotechnology and biosafety issues related to food and agriculture as well as *legal and technical advice* on regulatory aspects, including establishment of appropriate regulatory frameworks in the fields of biosafety. It also promotes *information* dissemination and monitoring of new developments and potential impacts of the adoption of biotechnology. It has also organised a number of electronic forums related to biosafety⁴³.

96. Currently, FAO is implementing a *Regional Project on Capacity Building in Biosafety of GM Crops in Asian countries* (2002-2005) aimed at strengthening technical cooperation and capacity of Asian countries to ensure safety in the introduction and use of GM crops, based on transparent and science-based approaches⁴⁴. This includes development and harmonization of appropriate regulatory frameworks for addressing biosafety concerns on GM crops; harmonization of risk assessment and risk management standards and guidelines and the collection and exchange of information on biotechnology and GM-related biosafety standards through inventories, databases, a regional website and decision support systems.

United Nations Development Programme

97. UNDP supports *capacity building for implementation of the Cartagena Protocol on Biosafety*. For example, UNDP is assisting the Mexican government to consolidate Mexico's national capacity for the implementation of the Cartagena Protocol. The Government of Mexico, through its National Commission on Biosafety and Genetically Modified Organisms (CIBIOGEM) has identified the elements of a long-term national plan on biosafety. This project is successfully addressing short and medium-term aspects of the national biosafety framework related to the trans-boundary movements of LMOs in the context of the Cartagena Protocol. In Mexico and elsewhere, national capacities for biosafety are being developed to: carry out risk assessments with an appropriate scientific and technical level; implement necessary activities for risk management; evaluation and strengthening of legal and regulatory framework; and development of infrastructure for information exchange and data management. The development of national capacities in these areas will consolidate the national framework for biosafety management.

United Nations Environment Programme

98. UNEP is implementing a number of elements of the *GEF Initial Strategy for Assisting Countries to Prepare for the Entry into Force of the Cartagena Protocol on Biosafety*. This includes a project for the development of National Biosafety Frameworks in some 100 countries and demonstration projects to support the implementation of national biosafety frameworks⁴⁵. The projects are strongly focused on developing national capacity for the implementation of the Cartagena Protocol on Biosafety.

United Nations Industrial Development Organization (UNIDO)

99. UNIDO established in 1998 a *Biosafety Information Network and Advisory Service* (BINAS), which provides a comprehensive database of biosafety-related regulations with a focus on

⁴² For example, the BCH toolkit available at: <http://bch.biodiv.org/Pilot/Home.aspx>

⁴³ Further information about FAO activities in the field of biotechnology and biosafety can be accessed at: <http://www.fao.org/biotech/>

⁴⁴ See project website: <http://asiabionet.org/index.htm>

⁴⁵ <http://www.unep.ch/biosafety/about.htm>

developing countries and countries with economies in transition⁴⁶. It also developed an online computerized decision-support system for risk assessment of GM crops (DTREE), which is intended to provide information support to regulatory authorities, researchers and biosafety officers of public institutions and commercial enterprises, including assisting them to preserve and interpret available data and information regarding releases of GM crops into the environment.

100. UNIDO also sponsors, in collaboration with the Chilean University of Concepción, a Diploma Course in Biosafety aimed at and augmenting international capacity building efforts to facilitate implementation of the Cartagena Protocol on Biosafety and at assisting industry and national authorities in applying regulatory standards through the provision of state-of-the-art knowledge in biological risk assessment and management⁴⁷.

United Nations University

101. Under its Biodiplomacy Initiative, the UNU Institute of Advanced Studies (UNU-IAS) is conducting *capacity building activities in the area of biosafety*. The Biodiplomacy Initiative's work on biosafety is carried out with due awareness of the ongoing work relating to the implementation of the Cartagena Protocol through other UN organisations such as UNEP, but it is also mindful of the gaps that exist in understanding and employing integrated approaches⁴⁸, and the enormous amount of capacity development required to manage these issues. In January 2004, UNU-IAS held a workshop hosted by the Vietnamese government in Hanoi on trade, biotechnology and sustainable development. Participants from nine ASEAN governments, resource persons from UNU-IAS, the ASEAN Secretariat, the Japan Bioindustry Association (a non-profit organisation that works on implementation issues surrounding the CBD), and representatives of the Vietnamese government convened for the third in a series of capacity building workshops focused on an integrated approach to the development of biotechnology regimes and sustainable development.

102. The Biosafety Network (RNBio) offers fellowships to professionals in Central America and the Caribbean to be trained as regulators in technical commissions in their home countries⁴⁹. The goal of the network is to develop and strengthen *training and research capacities in biosafety*, risk assessment and management of agricultural and agri-food biotechnology. It focuses particularly on the objectives of the Cartagena Protocol, and its legal implications for the region. Fellows develop biosafety knowledge for courses to be held in Costa Rica, as well as abroad in recognized technical Commissions on Biosafety and in laboratories specialized in detection of LMOs. In 2002, UNU-BIOLAC hosted over 300 people through its training and post-graduate fellowships.

103. UNU-BIOLAC offers training that focuses on *biotechnology-related health issues, bioethics, biosafety, bioinformatics and genomics*. In 2002, 12 scholarships were provided, and the programme organized six high level courses and one specialized lecture for a total of 99 participants (66 women and 33 men), mainly from the Latin American region.

⁴⁶ See details at: <http://binas.unido.org/binas/>

⁴⁷ See further details about the course at: <http://binas.unido.org/udec/index.php>

⁴⁸ Governance mechanisms regulating the trade in genetically modified organisms (GMOs) and GMO products are already in place under a number of international agreements, such as the WTO Sanitary and Phytosanitary Agreement and the Codex Alimentarius. In February 2000, the Cartagena Protocol to the CBD became the third international regime involved in the regulation of GMOs. The relationship of these three regimes has now raised questions of uncertainty and potential overlap and conflict.

⁴⁹ <http://www.rnbio.net>

Access to genetic resources and benefit-sharing

Convention on Biological Diversity

104. An *Action Plan on capacity for access to genetic resources and benefit-sharing* was adopted by the Conference of the Parties at its seventh meeting in February 2004⁵⁰. The objective of the Action Plan is to facilitate and support the development and strengthening of capacities of individuals, institutions and communities for the effective implementation of the provisions of the Convention related to access and benefit-sharing. The Action Plan is to provide a framework for identifying country, indigenous and local community and all relevant stakeholder needs, priorities, mechanisms of implementation and sources of funding. It also recognises that in view of the multiplicity of actors undertaking capacity building initiatives for access to genetic resources and benefit-sharing, mutual information sharing and coordination at all levels should be promoted to encourage synergies and to identify gaps in coverage. On this basis, a database on capacity building projects was developed to facilitate information exchange on ongoing capacity building activities⁵¹. The database includes information on various ongoing capacity building projects related to access to genetic resources and benefit-sharing.

United Nations Development Programme

105. UNDP provides capacity development for:

- Access to genetic resources, benefit-sharing and formulation of mechanisms for these purposes
- Preservation/maintenance of biodiversity related knowledge of indigenous and local communities with traditional lifestyles.

UNDP has prepared an official UNDP Guidance Note for UNDP staff around the world on how best they can *assist countries and communities to protect their traditional knowledge and ensure the equitable sharing of benefits* accrued from their biological resources. UNDP also prepared a report entitled ‘Analysis of Capacity Assessment Reports by Selected Countries on Access & Benefit Sharing and Traditional Knowledge’ for the December 2003 Ad Hoc Open-ended Working Group on Access and Benefit-Sharing of the Convention on Biological Diversity (CBD) and for the Seventh Conference of the Parties to the CBD. This report presents an initial analysis based on the findings of selected countries’ self-assessments of their capacity with regard to access to genetic resources and benefit-sharing and preservation and maintenance of biodiversity related knowledge, innovations and the practices of indigenous and local communities embodying traditional lifestyles, as underscored by Article 8(j) of the CBD.⁵² The analysis will be ongoing encompassing additional national capacity self-assessment reports for Access and Benefit Sharing and Traditional Knowledge. Recommendations from the analysis will result in programmes designed to fill the identified gaps in capacity development for Access and Benefit Sharing and Traditional Knowledge protection⁵³.

106. The Equator Initiative has worked to *bridge the local-global divide on issues related to access to genetic resources and benefit sharing* through a seminar series held at UN Headquarters. In particular, the Equator Initiative has brought Equator Prize winners from India – who work on these vital issues – to the UN Secretariat to participate in a series of talks with UN and other staff.

⁵⁰ Decision VII/19F

⁵¹ The database is available in the Clearing House Mechanism of the Convention at the following address:

<http://www.biodiv.org/programmes/socio-eco/benefit/projects.aspx>

⁵² Article 8(j) of the CBD reads: “Subject to its national legislation, respect, preserve and maintain knowledge, innovations and practices of indigenous and local communities embodying traditional lifestyles relevant for the conservation and sustainable use of biological diversity and promote their wider application with the approval and involvement of the holders of such knowledge, innovations and practices and encourage the equitable sharing of the benefits arising from the utilization of such knowledge, innovations and practices.”

⁵³ See <http://www.undp.org/biodiversity/benefitsharing.html>; and <http://www.undp.org/biodiversity/events/TKABS-agenda.html>

The seminar series drew attendees from many UN divisions and helped to raise support for the innovative work of communities in improving access to genetic resources and benefit sharing.

United Nations University

107. Among other activities, the Access and Benefit-sharing (ABS) Programme is one of the main responses by UNU-IAS to the outcomes of the WSSD, which called for negotiation of an ‘international regime’ on ABS, within the framework of the CBD. UNU-IAS conducts *regional capacity development activities in Central Asia, on access to genetic resources, benefit sharing and biosafety*. These workshops aim to raise stakeholder awareness of global, regional and national activities related to access to genetic resources and benefit-sharing, traditional knowledge and biosafety, to create a basis for further cooperation and research, and to share information on best practices. UNU-IAS also provides capacity development for national delegations, NGOs, indigenous and local community organizations with regard to the functioning of the CBD and its Working Groups. It seeks to help developing countries build capacity to effectively participate in the negotiation and implementation of the WSSD-mandated international ABS regime. UNU-IAS is also promoting the establishment of an ABS centres of excellence network to catalyze communication and collaboration among international bodies, research institutions, NGOs and indigenous and local community organisations with experience in capacity development relating to ABS issues. The intention is to promote a global network in order to optimize the collective capacity of relevant organisations to provide the widest possible coverage and support for capacity development activities relating to the development of national, regional and international ABS regimes⁵⁴.

Research and monitoring

Convention on Biological Diversity

108. The 6th Conference of the Parties to the CBD endorsed the Programme of Work for the *Global Taxonomy Initiative*⁵⁵. The work programme stresses the need to build capacity for taxonomic activity in all regions, especially developing countries, including reference materials, databases, and taxonomic expertise relevant to the objectives of the Convention. Operational objective 1 – ‘assess taxonomic needs and capacities at national, regional and global levels for the implementation of the Convention’ – is specifically focusing on capacity building.

109. The need for capacity building in the implementation of Article 14.1 on *Impact Assessment* and *Minimizing Adverse Impacts* and the Guidelines for incorporating biodiversity-related issues into environmental-impact-assessment legislation or processes and in strategic impact assessment has been recognized⁵⁶. The CBD Secretariat collaborates with the Ramsar Convention on Wetlands on a project on ‘Capacity-building in biodiversity and impact assessment in developing countries’ implemented by the International Association for Impact Assessment (IAIA). An inception workshop for this three-year project was held in April 2004 at the margins of the Annual Meeting of the IAIA.

110. Lack of capacity and the need for training has also been identified in the process of developing and using *biodiversity indicators*⁵⁷. The CBD Secretariat is involved in a GEF-funded capacity development project on ‘Biodiversity Indicators for National Use’, which is implemented jointly by UNEP-WCMC and the Netherlands Environment Assessment Agency (RIVM). A progress report has been prepared for SBSTTA-9⁵⁸.

⁵⁴ <http://www.ias.unu.edu/research/abscapacitydev.cfm>

⁵⁵ Decision VI/8

⁵⁶ Decision VI/7-A

⁵⁷ Para 4 of decision V/7

⁵⁸ UNEP/CBD/SBSTTA/9/INF/19

111. With respect to scientific assessments, SBSTTA decided to test a range of methods and modalities for assessments and requested the Executive Secretary to identify ways and means to *strengthen the assessment capacities of developing countries* and noted that assessment processes should contribute to capacity building and enhancement of institutions and promote scientific cooperation, education and public awareness⁵⁹.

United Nations Development Programme

112. The UNDP-supported *Southern African Botanical Diversity Network* (SABONET) is a network set up to develop a strong core of professional botanists, taxonomists, horticulturists and plant diversity specialists within ten countries⁶⁰ of southern Africa, competent to inventory, monitor, evaluate and conserve the botanical diversity of the region in the face of specific development challenges, and to respond to the technical and scientific needs of the Convention on Biological Diversity.

113. UNDP supports *capacity development for integrated water resources management* including protection of ecosystem services. This area of support focuses on improving capacity building approaches *per se* and on developing means for more effective provision of capacity development services. UNDP supports knowledge networking to scale up the impact of programmes – to adapt and use the experience and good practices elsewhere. An example is the Capacity Building Network for Integrated Water Resources Management (Cap-Net)⁶¹. The networking and information-sharing made possible by Cap-Net helps promote access to global, regional and national resource centres, training and resource materials. The programme supports 12 regional and national networks of capacity building institutions around the world for water and ecosystem management, each network consisting of hundreds of member institutions. The principal aim of this area of support is to improve access to experience, expertise and tools for improved water resources and ecosystem management.

United Nations Educational, Scientific and Cultural Organization

114. The *UNESCO-MAB Awards*, i.e. the MAB Young Scientist Awards and the Sultan Qaboos Prize for Environmental Preservation support young scientists around the world to complete research work and projects⁶².

United Nations Environment Programme

115. Capacity building is an element built in the process of developing the *Global Environment Outlook* (GEO) publications⁶³. It involves a wide range of partner institutions, including a worldwide network of collaborating centres. These centres benefit from assistance through training modules and workshops, focusing on, *inter alia*, data management, graphics and scenario analysis.

116. The UNEP World Conservation Monitoring Centre (UNEP-WCMC) carries out capacity building activities, which aim to empower institutions and individuals to assess their own information needs, set their own priorities, and build their own information systems. A key aim of this programme is to support and enhance national implementation of international initiatives and programmes related to biodiversity conservation. The *Biodiversity Data Management Project* demonstrates a key part of this approach. The project was initiated by UNEP and UNEP-WCMC and funded by the Global Environment Facility (GEF). One of the outputs of the project was a set of documents designed to raise the profile of biodiversity information in decision-making

⁵⁹ Paras 1(h), 6, 10 of SBSTTA recommendation VI/5

⁶⁰ Angola, Botswana, Lesotho, Malawi, Mozambique, Namibia, South Africa, Swaziland, Zambia and Zimbabwe; these countries cover an area of some 6 million square kilometers.

⁶¹ <http://www.cap-net.org>

⁶² <http://www.unesco.org/mab/activities.htm#awards>

⁶³ <http://www.unep.org/geo/yearbook/>

processes and help countries produce the necessary information for biodiversity strategies and action plans:

- *Guide to Information Management*⁶⁴: This document examines the organisational issues associated with establishing effective cooperation. A step-by-step information cycle is proposed, comprising agreement on priority issues, determination of information needs, design of information products, agreement of stakeholder roles, and enablement of stakeholders to ensure information is produced cost-effectively. A participatory approach is emphasised as a means to ensure transparency in information usage.
- *Guide to National Institutional Survey*⁶⁵: This document concerns the development of information management capacity, particularly as it applies to a network of organisations sharing common information management goals. Techniques for surveying the capacities and needs of organisations are examined. The text applies most directly to surveys conducted at the national level where, for example, a biodiversity information network or other major programme or project is being implemented.

The project was implemented in ten developing countries and countries with economies in transition, and UNEP-WCMC assisted countries in developing their biodiversity information management through provision of the guidelines, training, and facilitation of national action to develop improved national information capacity. This included facilitation of national workshops on development of information strategies and networks.

117. UNEP-WCMC's Biodiversity Data Management Project (see above) led to the development of a series of *Handbooks on Biodiversity Information Management*⁶⁶. This eight volume series reviews the issues and processes involved in the management of biodiversity information to support the conservation and sustainable use of living resources. They also provide a framework for the development of national plans and strategies and for meeting reporting obligations of international programmes and conventions. The handbooks may be used as a training resource or, more generally, to support institutions and networks involved in building capacity in information management. When they were originally developed they were reviewed with cooperating agencies in a number of countries.

118. UNEP and UNEP-WCMC have been working with the governments of Ghana, Indonesia, Panama and the Seychelles on pilot projects on the *harmonization of national information management and national reporting to biodiversity-related conventions*⁶⁷. In September 2004, UNEP-WCMC, in cooperation with the governments of Belgium and the UK, held a workshop that examined the results of those projects and developed a set of recommendations to national government agencies and biodiversity-related conventions⁶⁸. The recommendations aim at reduced effort at the national level to report to international agreements, and improved information to support implementation of international agreements at both national and international levels. UNEP-WCMC will be following up on the capacity building implications of these recommendations.

119. In 2002, UNEP-WCMC started a new five-year programme called *Proteus* to help build the capacity of UNEP-WCMC in information management. An important part of the programme is to develop the necessary resources to build an adequate electronic infrastructure for biodiversity information sharing on a global level. With private sector support, better data management has been established. UNEP-WCMC is now looking into using this new capacity to work with

⁶⁴ http://www.unep-wcmc.org/capacity_building/gim.rtf

⁶⁵ http://www.unep-wcmc.org/capacity_building/gis.rtf

⁶⁶ http://www.unep-wcmc.org/resources/publications/publications_list.htm

⁶⁷ <http://www.unep-wcmc.org/conventions/harmonization/projects.htm>

⁶⁸ The results of the workshop are available at <http://www.unep-wcmc.org/conventions/harmonization/workshop.htm>.

institutions world-wide for contributing their data to broad conservation initiatives such as the need for monitoring to reach the 2010 targets for reducing the rate of loss of biodiversity.

United Nations University

120. Following successful courses in 1998, 1999 and 2000, UNU Institute for Natural Resources in Africa (INRA) organized the fourth *training course in plant tissue culture* jointly with the International Plant Genetic Resources Institute (IPGRI), International Institute for Tropical Agriculture (IITA), the Plant Genetic Resources Centre of Ghana's Council for Scientific and Industrial Research (CSIR), and the Botany Department of the University of Ghana. In 2002, the courses involved 11 participants from Côte d'Ivoire, Ghana, Nigeria, South Africa, Togo and Zambia. To date, UNU-INRA has provided training to a total 42 scientists and technologists from 23 universities and research institutes in 9 countries of sub-Saharan Africa.

121. UNU Centre supports an annual eight-month course at the Instituto Nacional de Pesquisas Espaciales (INPE) in Brazil for postgraduate professionals working in the field of *remote sensing technology*. The course familiarizes participants with the physical principles of remote sensing, spectral behaviour of natural targets, sensor systems and satellites, radar, visual analysis of remote sensing data, digital image processing, scientific research methodology and the ERS-1 programme. In 2002, UNU awarded fellowships to six Latin American participants in this programme.

122. In cooperation with the University of Ghent, UNU Centre organizes a 6-month *Training Programme on Biological Diversity*, which offers developing country professionals in the fields of monitoring, conservation and management of biological diversity in-depth training to broaden their theoretical knowledge and practical capabilities⁶⁹. In September 2003, 10 UNU fellows from eight developing countries started a nine-month training programme that combines lectures and classroom sessions with individual research work.

123. UNU-INRA, in collaboration with the University of Yaoundé I, has since 1998 been engaged in capacity-building in *professional skills in computer technology* required as aid to better decision-making and management of the natural resources. UNU-INRA has mounted two types of training. The 'train-the-trainers' course for academics and scientists from African universities and research institutions aims to equip managers of natural resources with computer-based up-to-date technological skills⁷⁰. Postgraduate courses are designed to provide future environmental managers and decision-makers with analytical tools that will enhance their professional abilities. To date 39 African researchers, scientists, policy-makers and post-graduate students from 13 different countries have completed courses through this collaboration.

Millennium Ecosystem Assessment

124. The Millennium Ecosystem Assessment (MA)⁷¹ is an international work programme designed to meet the needs of decision makers and the public for scientific information concerning the consequences of ecosystem change for human well-being and options for responding to those changes. The MA was launched by UN Secretary-General Kofi Annan in June 2001 and it will help to meet assessment needs of the Convention on Biological Diversity, United Nations Convention to Combat Desertification, the Ramsar Convention on Wetlands, and the Convention on Migratory Species, as well as needs of other users in the private sector and civil society. The MA focuses on ecosystem services (the benefits people obtain from ecosystems), how changes in ecosystem services have affected human well-being, how ecosystem changes may affect people in future decades, and response options that might be adopted at local, national, or global scales to improve ecosystem management and thereby contribute to human well-being and poverty

⁶⁹ <http://www.unu.edu/capacitybuilding/longcourses.html>

⁷⁰ http://www.inra.unu.edu/units_cameroon.htm

⁷¹ <http://www.millenniumassessment.org>; <http://www.undp.org/biodiversity/partners.html>

alleviation. The MA will: identify priorities for action; provide tools for planning and management; provide foresight concerning the consequences of decisions affecting ecosystems; identify response options to achieve human development and sustainability goals; help build individual and institutional capacity to undertake integrated ecosystem assessments and to act on their findings. The MA synthesizes information from the scientific literature, datasets, and scientific models, and makes use of knowledge held by the private sector, practitioners, local communities and indigenous peoples.

Cooperation with stakeholders

Convention on Biological Diversity

125. The *Clearing-House Mechanism* (CHM) of the CBD was established in accordance with article 18 of the Convention ‘to promote and facilitate technical and scientific cooperation’. The Strategic Plan of the CHM⁷² identifies training and capacity building as an objective under its first goal, promotion and facilitation of scientific cooperation. The third goal of the Plan, development of the CHM Focal Points and their partners, includes providing start-up assistance and ongoing capacity building, as one of six objectives. The Conference of the Parties (COP), at its sixth meeting, urged the Executive Secretary to convene additional capacity-building workshops at the national, subregional and regional levels referred to in decision V/14 of the COP for CHM activities and training in support of national capacities to implement the Convention. At its seventh meeting, the COP also requested the Executive Secretary to convene, subject to the availability of financial resources, regional workshops as a catalysing mechanism to allow for the interaction of international thematic focal points with the national focal points to further enhance the scientific and technical cooperation goal of the Clearing-House Mechanism and to build capacities at the national level with regard to use of and access to new information technologies⁷³.

126. The *Programme of Work on Technology Transfer and Technological and Scientific Cooperation*, adopted by CBD COP 7⁷⁴ contains four programme elements, including programme element 4 on capacity building and enhancement. Programme element 4 has the following objective: ‘Technical, scientific, institutional and administrative capacity is adequate for the effective cooperation, transfer, diffusion and adaptation of technology as well as technical and scientific cooperation’. This objective is specified by four operational targets and a number of activities to be undertaken by Parties, GEF as well as international, regional and national organisations and funds.

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

127. To increase cooperation and conclude strategic alliances with international stakeholders, CITES actively promotes *synergy and cooperation with other multilateral environmental conventions and agreements*, and with intergovernmental and international organisations. This synergy and cooperation can involve Resolutions and Decisions of the Conference of the Parties, joint work activities, and collaboration across common areas of work, such as joint customs training, compliance and enforcement, harmonized information management, reporting and legislation, economics and trade, and so on.

Convention on Biological Diversity and Convention on Wetlands

128. The *Third Joint Work Plan* (2002-2006) of the Convention on Biological Diversity (CBD) and the Ramsar Convention on Wetlands⁷⁵ contains several references to capacity building. The

⁷² <http://www.biodiv.org/doc/meetings/cop/cop-05/information/cop-05-inf-03-en.pdf>

⁷³ Decision VII/23

⁷⁴ Decision VII/29

⁷⁵ <http://www.biodiv.org/doc/meetings/cop/cop-06/information/cop-06-inf-14-en.doc>

Secretariat of the Convention on Wetlands will provide the CBD Secretariat with information on capacity building measures being undertaken to facilitate the involvement of indigenous and local communities and the application of the knowledge they hold, with their prior informed consent, in the management of conservation and sustainable use of biological diversity in wetlands. Other references regard provisions on capacity building in the CBD programme of work on agricultural biodiversity, the CBD programme of work on dry and sub-humid lands, the CBD Global Taxonomy Initiative, and the CBD work on sustainable use of biodiversity and incentive measures.

Convention on Biological Diversity, United Nations Framework Convention on Climate Change and United Nations Convention to Combat Desertification

129. The Secretariat of the UNFCCC, in cooperation with the other members of the Joint Liaison Group of the three Rio Conventions, the secretariats of the CBD and the UNCCD, organised two workshops in July 2003 to examine *synergies among the Rio Conventions*⁷⁶. The workshops, hosted by the government of Finland, consisted of a Subsidiary Body for Implementation (SBI) workshop on possible synergy and joint action with the other MEAs and a Subsidiary Body for Scientific and Technological Advice (SBSTA) workshop on enhancing cooperation between the Rio Conventions. The workshops identified a range of options for strengthening cooperation in areas such as exchange of information, technology transfer, education and outreach, research and systematic observation, capacity building, national reporting, and climate change impacts and adaptation. The relevance of capacity building, as well as technology transfer, for the implementation of the Rio Conventions was particularly stressed.

United Nations Development Programme

130. Partnerships are critical to the UNDP GEF's *Small Grants Programme* (SGP) process⁷⁷, especially since partnerships underpin its decentralized project implementation structure. Although centrally managed, SGP is implemented through its network of National Coordinators (NCs) and the National Steering Committees (NSCs) — composed of government, UNDP, and civil society⁷⁸ representatives. NCs and NSCs are responsible for the operation of flexible, rapid, transparent, and broad-based project identification, selection, and monitoring and evaluation mechanisms. Over the past decade, the programme has developed its own global community of conservation and development practitioners at all levels; national and international advisors in the GEF focal areas, monitoring and evaluation, and communications, especially NSC members; and NGOs and community-based organisations (CBOs) that are able to promote the exchange of experiences and lessons learned. The SGP also cooperates with many other UNDP programmes with community-based approaches and focus, including LIFE, the Africa 2000 Network, and other poverty alleviation programmes focusing on indigenous peoples, gender, and community development. The SGP also provides advisory services in virtually every participating country to UNDP and government agencies on community-based approaches to global environmental issues.

131. Through its *Poverty and Environment Initiative*⁷⁹, UNDP played an instrumental role in the formation of the Poverty-Environment Partnership (PEP), a network of some 20 bilateral and UN/multilateral agencies that is now playing a very useful role in facilitating joint analytical work at the global level, and is working to improve country-level coordination and collaboration on poverty-environment issues. Under the auspices of the PEP, UNDP collaborated with DFID, EC

⁷⁶ See document FCCC/SB/2003/1, 18 September 2003

⁷⁷ <http://sgp.undp.org/>

⁷⁸ Most NSCs are composed of representatives of host governments, UNDP country office staff (the Resident Representative or his/her delegate), NGOs, universities/research institutions, and other civil society organizations. Some NSCs have included donor organizations and the private sector. It is also important to ensure the participation of technical experts in the GEF focal areas; these experts may be affiliated with the government, NGOs, universities, or environmental movements.

⁷⁹ <http://www.undp.org/seed/pei/>

and World Bank in preparing a major publication on ‘Linking Poverty Reduction and Environmental Management – Policy Challenges and Opportunities’, which was released by the heads of agencies at the World Summit on Sustainable Development. A second joint agency paper on Climate Change and Poverty has been released, and joint papers on Environmental Fiscal Reform and on Water and Poverty are in production. PEI is facilitating cross-practice collaboration between UNDP’s Energy and Environment Group and the Poverty Reduction Group in the areas of MDG/poverty monitoring and environmental fiscal reform.

132. In cooperation with IUCN, UNSO, IIED, WWF NEF, the UNDP Drylands Development Centre (DDC)⁸⁰ produced a *Global Drylands Imperative Challenge Paper* entitled ‘Biodiversity in Drylands: Challenges and Opportunities for Conservation and Sustainable Use’⁸¹, which was written to stimulate debate and discussion at the UNCCD COP5.

133. UNDP through the Equator Initiative is a partner to the *Conservation Finance Alliance* (CFA)⁸². The CFA was created to catalyze increased and sustainable public and private financing for biodiversity conservation to support the effective implementation of global commitments to conservation. In particular, the Equator Initiative worked to present CFA materials and displays at the Vth World Parks Congress in Durban, South Africa.

134. The Equator Initiative has led a major *collaborative research and learning programme* that has worked to identify key contributing factors in the dynamic *relationship between poverty reduction and biodiversity conservation*. The partners in this joint effort include Harvard University, International Development Research Centre, the University of Manitoba and Ecoagriculture Partners. The outputs of this research and learning collaboration have already generated many opportunities for joint work amongst the partners and other interested parties. Several meetings have been held that have brought together leading researchers to discuss how the Equator Initiative and UNDP’s work on biodiversity and poverty issues can inform a broad, results-oriented research agenda that will help to inform policy. Current outputs – including working papers, book chapters, and reports – have already been presented at national and international conferences and are helping to broaden the base of individuals who are aware of, and interested in, UNDP’s work in this area. Over 53 community groups have participated in research activities associated with this research and learning agenda. These communities have been able to participate actively in the research programme and will shortly be able to provide feedback on a draft paper summarising their successful experiences in reducing poverty and conserving biodiversity.

135. The Equator Initiative is a partner to the *Global Biodiversity Forum* (GBF)⁸³. This series of international and regional meetings brings together key actors from the conservation community to discuss critical issues at the forefront of the field. The Equator Initiative has worked to actively introduce major development topics into the GBF agenda. In particular, the Equator Initiative has worked to support GBF meetings in Cancun (in conjunction with the Ministerial meeting of the WTO), on the topic of biodiversity and trade, and in Dar es Salaam, on the topic of HIV/AIDS and biodiversity. By reaching out to a global audience, the GBF partnership allows the Equator Initiative to advance UNDP’s position on poverty and biodiversity issues and to influence key decision makers. By consistency advocating for communities and by profiling best practices at these meetings, the Equator Initiative is further able to ensure that policy makers see firsthand the successful work being undertaken on the ground in so many nations. Through the GBF series of meetings, the Equator Initiative has worked to bridge the gap between local action and national and international level policy formulation. By bringing successful community practices into the

⁸⁰ <http://www.undp.org/drylands/>

⁸¹ <http://www.undp.org/drylands/docs/cpapers/Biodiversity%20in%20the%20Drylands.doc>

⁸² <http://www.conservationfinance.org/>

⁸³ <http://www.gbf.ch>

fore, the Equator Initiative seeks to promote scaling-up to the regional and national levels. The GBF format, particularly when held at the regional level, has proven an ideal mechanism for achieving just this end.

Outreach and public awareness

Convention on Biological Diversity

136. The CBD at its 6th Conference of the Parties adopted the Programme of Work for the *Global Initiative on Communication, Education and Public Awareness* (CEPA)⁸⁴. The work programme contains programme element 3: capacity building for communication, education and public awareness with three operational objectives:

- Develop capacity of the Parties to market biodiversity to other sectors, and to mainstream biodiversity into the work of other sectors
- Develop professional capacity of educators and communicators
- Enhance stakeholder participation and community development through communication, education and public awareness.

Convention on Biological Diversity and Convention on Migratory Species

137. The Joint Work Programme of the CBD and the Convention on Migratory Species (CMS) asks for incorporating migratory species into the programme elements of the CBD programme of work for the Global Initiative on Communication, Education and Public Awareness. One of three programme elements is *capacity building for communication, education and public awareness*.

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

138. To promote greater understanding of the Convention, the Secretariat develops and maintains the *CITES website*⁸⁵, which is the main tool for disseminating information on CITES. The website is updated continuously and is tailored to provide information to Parties, specialized organizations and the public. The Secretariat publishes *CITES World*, the official *newsletter* of the Parties, and each edition of this biannual publication follows a theme chosen to promote a greater understanding of the Convention and recognition of the Parties' efforts to implement CITES. The Secretariat also answers requests for information received from traders and the public.

United Nations Development Programme

139. UNDP's *Energy and Environment Practice Network* (EENet) now hosts over 700 members (including environmental professionals from UNDP's partner organizations). Through EENet, policy advisers at UNDP headquarters and regional offices contribute to country/regional initiatives such as Regional Bureau for Asia and the Pacific's regional energy programme and the regional environmental governance programmes in the Regional Bureau of Europe and the Commonwealth of Independent States, Arab States and Asia and the Pacific. EENet also provides support for policy dialogue and knowledge sharing across the UNDP-GEF portfolio of energy and environment activities and to more effectively mainstream GEF operations within UNDP and at the country level.

140. The UNDP GEF *Small Grants Programme* (SGP)⁸⁶ projects meet the challenge of undertaking local action to address global environmental problems by building local capacities and raising public awareness about GEF's main concerns – biodiversity conservation and sustainable use as well as climate change mitigation, international waters protection and sustainable land management - areas which are interlinked with issues of biodiversity protection. About 13% of the

⁸⁴ Decision VI/19

⁸⁵ <http://www.cites.org>

⁸⁶ <http://sgp.undp.org/>

overall SGP portfolio is devoted to capacity development, training, and awareness raising activities for the SGP and its partners as a means of meeting GEF benchmarks regarding drawing and sharing lessons learned and incorporating project experiences into new SGP grants. These activities include events such as stakeholder workshops, ‘write-shops’ for proposal development, and programme evaluation meetings, or they may be workshops designed to strengthen the capacities of the National Steering Committees (NSC)⁸⁷, National Coordinator, and grantees on such subjects such as the GEF thematic areas, monitoring and evaluation, participatory approaches, and gender issues.

141. The SGP approach is that of *learning by doing* and emphasizes practical, grounded experiences to facilitate learning. One example is how this capacity building approach is being implemented in Sri Lanka, where many partners consider the capacity development approach of the SGP to be one of its most valuable features, whether it be in participating in the NSC, conducting workshops for other partners, strategic planning and management of the project, building consensus and promoting dialogue between stakeholders, publishing a brochure/newsletter for the SGP, or developing monitoring and learning tools for the programme. The flexibility of the programme and its willingness to delegate responsibilities to partners are viewed as positive factors.

142. UNDP’s Equator Initiative has been identifying community initiatives that have successfully achieved the dual objectives of poverty reduction and biodiversity conservation/sustainable use in the tropics and enabling the participation of community representatives from these projects in various global biodiversity policy fora by sponsoring community hosted *dialogue spaces* at these forums. These include the ‘Community Kraal’ at the World Summit on Sustainable Development, the ‘Community Park’ at the World Parks Congress, the ‘Community Kampung’ at the 7th Conference of the Parties to the Convention on Biological Diversity - hosted by community members from the 2002 and 2004 Equator Prize finalist initiatives, where communities had the chance to showcase their work, dialogue and interact with many heads of state, national government representatives, donors, and other decision makers from multilateral institutions (see also paragraph 80).

143. The Equator Initiative has led a major international *media and communications programme* that has improved global understanding of issues at the interface of poverty reduction and biodiversity conservation. The media and communications activities of the Equator Initiative have resulted in increased coverage of poverty and biodiversity issues worldwide. The Equator Initiative website⁸⁸, a key element in the programme, has seen increasing amounts of traffic since 2002, when it was launched. Currently, the site is able to serve as a portal to issues of biodiversity conservation and poverty reduction on a global scale and sees over 100,000 visits per month. By working to place articles in international print, television, radio and digital media, the Equator Initiative has seen coverage by well in excess of 300 major news outlets over the past two years, with coverage by over 130 outlets this year alone. In addition, a newsletter series on poverty and biodiversity issues is distributed quarterly to 5,000 key actors in the field.

144. The Equator Initiative has worked with an extensive network of national-level media agencies as well as UNDP country-level communications officers to deliver *extensive coverage to community conservation and poverty alleviation efforts*. These efforts have led to the production of hundreds of articles in influential media at the country level in Africa, Asia, and Latin America. This strategic communications output has a strong impact on policy-makers and works to build support for communities and for UNDP’s work at the country level.

⁸⁷ Composed of government, UNDP, and civil society representatives including from academia and indigenous peoples groups.

⁸⁸ <http://www.undp.org/equatorinitiative/>

145. The Equator Initiative has led a major *knowledge management agenda* that has worked to disseminate information on poverty reduction and biodiversity and to network people interested in, and practitioners working on, these topics. Two tools in particular have been developed to enable improved information transfer and networking – ‘EquatorNet’ and ‘Equator Knowledge Zone’. EquatorNet is an online, map-based knowledge management tool that presents best practice case-studies of community work to reduce poverty and conserve biodiversity⁸⁹. Equator Knowledge Zone is an online networking and dialogue tool that allows community members from around the world to communicate with each other, exchange information, and collaborate on projects⁹⁰. Both EquatorNet and Equator Knowledge Zone are still in experimental stages, and yet have already helped to improve access to information and to individuals involved in the poverty reduction and biodiversity conservation fields. By operating online, both tools are able to overcome national and other geographic boundaries to unite community members and other actors around the world.

United Nations Educational, Scientific and Cultural Organization

146. The *UNESCO – Cousteau Echotechnie Programme* is an international initiative to promote interdisciplinary education, research and policy-making in the field of the environment and development⁹¹. A joint effort of MAB and the Cousteau Society, the programme’s mission is to reduce barriers to change through new incentives and by providing future decision- and policy-makers with integrated, multidisciplinary education, training and research.

147. UNESCO-MAB also offers an *Eco-Job Training for Young People*, aiming at improving the chances of young people to get an eco-job⁹². This programme is being conducted in the Sao Paulo City Green Belt biosphere reserve, Brazil, as well as in Cameroon.

148. Several initiatives of UNESCO-MAB are related to *Communication, Education, and Public Awareness* (CEPA). Examples include a UNESCO-UNCCD Environmental Kit to Combat Desertification⁹³ and the UNESCO-CBD Global Initiative on Biodiversity Education and Public Awareness⁹⁴.

United Nations Environment Programme

149. *UNEP.Net* constitutes a global internet portal to environmental information based on themes and regions⁹⁵. Providing a wide range of information for decision makers and the general public, UNEP.Net is organised along thematic and regional portals. The thematic portals currently include climate change, freshwater, the GEO data portal, mountains, socio-economic, and the urban environment. Regional portals currently exist for the Arctic, Europe and Latin America. In addition, country profiles for 79 countries are available.

150. The *Best Practices and Success Stories Global Network* (BSGN) is a powerful database for the collection, storage, and dissemination of best practices and success stories⁹⁶. A Web-based Content Management System ensures that the database and its contents can be easily managed by non-technical staff. The website and its services have been tested and successfully integrated into UNEP’s web environment. The BSGN system works on a web-enabled database platform that contains environmental Best Practices and Success Stories. It is important to recognize that the BSGN is not a database in the sense that it is a depository of information; it is a dynamic web-

⁸⁹ <http://www.undp.org/equatorinitiative/EquatorNet/>

⁹⁰ <http://www.undp.org/equatorinitiative/secondary/knowledge/index.htm>

⁹¹ <http://www.unesco.org/mab/activities.htm#UCEP>

⁹² <http://www.unesco.org/mab/activities.htm#Ecojob>

⁹³ <http://www.unesco.org/mab/capacity/EEKOD/EekodEng.htm>

⁹⁴ <http://www.biodiv.org/programmes/outreach/awareness/global-initiative.asp>

⁹⁵ <http://www.unep.net>

⁹⁶ <http://www.unep.org/desertification/successstories>

enabled tool that will provide useful information and that can be accessed by anyone anywhere at any time. At the moment the structure of the BSGN is ready to receive inputs.

World Bank

151. The Bank worked with the Indonesian Institute of Sciences through the Indonesia Biodiversity Collections project to commission or translate 15 *field guides* covering birds, amphibians, dragonflies, snails, bamboos, orchids, wild bananas and many other groups. These *local language* guides make biodiversity information easily accessible to students, environmental assessment professionals and to the broader public and help to build a constituency for conservation. Additional grants through the Bank-Netherlands Partnership Program have resulted in 28 titles and 42 local language editions in partnership with NGOs and academics in Asia and Africa, covering a range of flora and fauna from Cambodia to Sri Lanka and Mongolia to Zimbabwe⁹⁷.

Biodiversity and the Millennium Development Goals

Convention on Biological Diversity

152. The *Open-ended Inter-Sessional Meeting on the Multi-Year Programme of Work (MYPOW)* up to 2010 of the CBD, met from 17-20 May 2003, in Montreal, Canada. Based on input from the March and May 'Biodiversity After Johannesburg' and '2010 – The Global Biodiversity Challenge' workshops (see below), delegates agreed to adopt the recommendations of these meetings to prepare a report on the MDGs' relevance to the CBD's work programme and explore links between biodiversity and the MDGs for COP 7 (February 2004). At this meeting the MDGs were effectively introduced into the ten-year work plan of the CBD.

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

153. CITES provides a framework that brings together various stakeholders working towards a common purpose, namely to ensure that no species of wild fauna or flora becomes or remains subject to unsustainable exploitation because of international trade. *Eradicating unsustainable exploitation* is necessary for sustainable development. Capacity building in CITES is aimed at enhancing ability at the national level to understand, implement and enforce the provisions of the Convention. Enhanced ability at the national level means improving organizational capacity and cooperation; policy formulation; community, local authority and government partnerships; direct benefit and revenue derivation; availability of information on which decisions are based; national legislation and law enforcement capability; and better accessibility and understanding of the Convention's requirements.

154. Effective CITES implementation contributes towards achieving *Millennium Development Goal 1 on poverty reduction*. To significantly reduce poverty and promote development it is essential to achieve sustained and broad-based economic growth, and trade is an important engine of growth. Commercial trade conducted in accordance with CITES provisions is by definition not detrimental to species or to their role in the ecosystem. Commercial trade in Appendix-I species is generally not permitted under the Convention, and this provision is aimed at reducing threats to species and their ecosystems. Trade in wild species that threatens species and their ecosystems will ultimately increase poverty for those dependent on those species or the services the ecosystems provide. Trade that is detrimental to species and ecosystems also undermines sustainable development.

⁹⁷[http://lnweb18.worldbank.org/ESSD/envext.nsf/48ByDocName/CornerstonesforConservationWorldBankAssistanceforProtectedAreas2003/\\$FILE/CornerstonesForConservationPortfolioReview2003.pdf](http://lnweb18.worldbank.org/ESSD/envext.nsf/48ByDocName/CornerstonesforConservationWorldBankAssistanceforProtectedAreas2003/$FILE/CornerstonesForConservationPortfolioReview2003.pdf)

155. Building capacity in CITES is also closely linked to *Millennium Development Goal 7 on ensuring environmental sustainability*. CITES is a means towards integrating the principles of sustainable development into country policies and programmes and reversing the loss of environmental resources. CITES is also a means towards managing ecosystems for environmental sustainability; these ecosystems provide services that sustain human livelihoods. In the context of sustainable development, a properly implemented CITES regime contributes towards improving institutions and governance, addressing environmental protection and management in each country, and strengthening international mechanisms.

United Nations Development Programme

156. In one of the first major follow-up efforts to the Johannesburg World Summit on Sustainable Development (WSSD) and the UN Secretary General's WEHAB mandate (*i.e.* the priority areas of Water and sanitation, Energy, Health, Agricultural productivity, and Biodiversity and ecosystem management), a three-day workshop was held on the topic of '*Biodiversity After Johannesburg*', focusing on the role of biodiversity and ecosystem services in achieving the MDGs. This workshop was hosted by UNDP in partnership with the Equator Initiative, the Royal Society for the Protection of Birds, The Nature Conservancy, the UNEP World Conservation Monitoring Centre, and the UK Department For International Development. The highly successful event was held at the Zoological Society of London on 2-4 March 2003⁹⁸. The three days saw over 150 experts, scientists, policy makers and community leaders from both North and South meet to explore the critical role of biodiversity and ecosystem services in achieving the MDGs with the commitment to apply the articulated linkages to the work of their respective organisations. Together these diverse participants worked to define how diverse groups can make a contribution to help achieve the MDGs. UNDP is producing an official publication with UNEP that captures the outcomes of this symposium.

157. Supported by the Convention on Biological Diversity, the UNEP World Conservation Monitoring Centre, UNDP, the Equator Initiative, and the governments of the United Kingdom and the Netherlands, a '*2010 – The Global Biodiversity Challenge*' follow-up meeting to the '*Biodiversity After Johannesburg*' workshop was held in London from 21-23 May 2003⁹⁹, in conjunction with global commemorations of the International Day for Biological Diversity. At the meeting, over 120 participants from 46 countries agreed to consolidate efforts and develop a clear set of indicators to measure progress towards reaching the internationally adopted WSSD target of significantly reducing biodiversity loss by 2010. The meeting also sought to chart a course to ensure that work towards achieving the 2010 target is able to serve as a constructive benchmark on the road to reaching the Millennium Development Goals by 2015.

158. The first of the *Exchange of Best Practice in the area of Biodiversity, HIV/AIDS and the fulfillment of the MDGs* workshops was organized by UNDP, the Equator Initiative, UNDP's Civil Society Organization (CSO) Division, GROOTS and a Local Host Committee – in Nairobi, Kenya to facilitate the exchange of best practice on site. This workshop, entitled '*Learning from Community Action to Realize the Millennium Development Goals: Biodiversity and HIV/AIDS*', drew community participants from across Africa and helped to ensure that community leaders from across the continent are aware of the MDGs and the tremendous work that is already being undertaken by communities to ensure that biodiversity conservation and HIV/AIDS prevention are well integrated into the achievement of these targets. The Nairobi workshop was especially interesting since it sought to build on the successful dialogue that formed the bulk of the meeting to provide a number of Learning Exchange Grants to successful local partnerships seeking to implement projects that align well the workshop's major recommendations. In total, US\$ 50,000 in WSSD follow-up funds were provided for the financing of local-local Learning Exchange Agreements. Similar workshops will be held in Costa Rica, the Caribbean, India and the Pacific.

⁹⁸ <http://www.undp.org/equatorinitiative/secondary/biodiversity.htm>

⁹⁹ <http://www.undp.org/equatorinitiative/secondary/biodiversity2.htm>

159. UNDP through its *Frameworks and Strategies for Sustainable Development* (FSSD) programme through about three quarter of UNDP's 166 Country Offices supports building national capacities to develop and implement sustainable development strategies at national and local levels, provides knowledge-based support and reinforces country capacity to monitor and report on progress towards environmental sustainability (MDG 7). UNDP is also supporting 113 countries in mainstreaming environment into PRSPs. UNDP reviewed MDG Country Reports¹⁰⁰, which revealed many complex challenges of reporting on and monitoring for sustainable development. UNDP is finalising a formal UNDP Guidance Note on Monitoring Country Progress Towards MDG 7 'Ensuring Environmental Sustainability' to improve indicator and data interpretation capacity in country¹⁰¹. It addresses the challenges and offers guidelines for sustainable development assessment, suggestions on approaches and techniques to monitoring and reporting on MDG 7 progress, resources, and examples of country practices. UNDP assists over 130 countries in their monitoring and reporting systems for environmental sustainability.

160. Recent *publications* on capacity building for understanding the linkages between Biodiversity and the Millennium Development Goals include: 'Building on Hidden Opportunities to Achieve the Millennium Development Goals: Poverty Reduction through Conservation and Sustainable Use of Biodiversity', in the *Development Policy Journal*, Volume 2, April 2003; 'The Millennium Development Goals and Local Processes: Hitting the Target or Missing the Point', Nov 2003, an IIED and Equator Initiative collaboration; and 'Biodiversity and the Millennium Development Goals' November 2003, an IUCN Asia Regional Biodiversity Programme and UNDP collaboration.

161. Directed by Professor Jeffrey Sachs of Columbia University, the Millennium Project is mandated by the Secretary General of the UN Kofi Annan and the UNDP Administrator Mark Malloch Brown, to recommend the best strategies for achieving the MDGs¹⁰². Over a period of three years the Millennium Project will work to devise a recommended plan of implementation that will allow all developing countries to meet the MDGs and thereby substantially improve the human condition by 2015. The Millennium Project's research focuses on identifying the operational priorities, organizational means of implementation, and financing structures necessary to achieve the MDGs. Ten thematically-orientated Task Forces perform the bulk of the research. They are comprised of representatives from academia, the public and private sectors, civil society organizations, and UN agencies with the majority of the participants coming from outside the UN system. UNDP is a member of several Task Forces. But in particular, as a member of the *Millennium Project Task Force 6 on Environmental Sustainability*¹⁰³, UNDP actively contributes to integrating biodiversity considerations and linkages between biodiversity & the Millennium Development Goals into the interim and final reports on plan of implementation that the task force is preparing.

United Nations University

162. Achieving the Millennium Development Goals (MDGs) by 2015 is an ambitious undertaking, and it is critical to be able to *assess and forecast the rate of progress* for each goal, as well as at regional and country levels. UNU-WIDER's work on the MDGs focuses on the methodological issues inherent in measuring the MDGs as well as tracking and forecasting their achievement, through the use of advanced techniques from other areas of economic and social forecasting¹⁰⁴.

¹⁰⁰ <http://www.undp.org/mdg/countryreports.html>

¹⁰¹ <http://www.undp.org/fssd/sustdevmdg.htm>

¹⁰² <http://www.unmillenniumproject.org/html/about.shtm>

¹⁰³ http://www.unmillenniumproject.org/html/tforce_6.shtm

¹⁰⁴ <http://wider.unu.edu>

World Health Organization

163. The World Health Organization (WHO) has been working with the Center for Health and the Global Environment at Harvard Medical School, UNDP and UNEP on a study on ‘*Biodiversity: Its Importance to Human Health*’¹⁰⁵. The study examines the inter-linkages of biodiversity and ecosystem services with human health, looking at the value of plants, animals and microbes to medical research; the impact on human infectious diseases of ecosystem disturbances; and the role of biodiversity in world food production. The study has been made widely available to health and biodiversity stakeholders.

Legal, financial and institutional issues

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

164. To contribute to the reduction and ultimate elimination of illegal trade in wild fauna and flora, the Secretariat actively provides *enforcement assistance to the Parties* and maintains an infractions database. The Secretariat also promotes *awareness of wildlife crime issues*, and provides *training* to both general audiences and specialized law enforcement personnel. For improving capacity to address the illegal trade in CITES specimens, training focuses on making sure there is a sound legislative basis for dealing with the problem; there is sufficient awareness of the issues; that authorities have the ability to detect illegal trade; and that they collaborate and cooperate on actions to prosecute cases and to confiscate and dispose of illegally traded specimens. An interactive computer-based training programme has been developed for training Customs officers¹⁰⁶. An information kit for prosecutors and the judiciary is in preparation.

165. To provide the Convention with an improved and secure financial and administrative basis, the Secretariat *raises funds* in support of externally-funded activities from Parties and approved donors. Recent examples of such activities, based on the tasks outlined in the Resolutions and Decisions and recommendations of the Animals and Plants Committees, include support to the long-term system for Monitoring the Illegal Killing of Elephants (MIKE) programme¹⁰⁷, support to a technical workshop on conservation of and trade in freshwater turtles and tortoises and a technical workshop on conservation of and trade in seahorses, as well as support for delegates attending meetings of the Conference of the Parties (Sponsored Delegates Project).

166. To progress toward full global membership, the Secretariat provides *information on CITES to non-Parties*, and encourages their participation in CITES-related activities (including, where appropriate, regional training activities).

Convention on Migratory Species

167. CMS Resolution 6.5 on the *Information Management Plan and National Reporting*, adopted by COP 6 in 1999, recommended that the Secretariat develop mechanisms to support countries in submitting their national reports, including assistance for developing countries to help gather the required information. Resolution 7.8, on the implementation of the CMS Information Management Plan, adopted by COP 7 in 2002, instructs the Secretariat to provide technical capacity to facilitate the transfer of knowledge on the application of the CMS Information System to developing countries, to support these countries in their implementation of the Convention more effectively. The resolution also instructed the Secretariat to take the lead in a process of evaluation of the information needs and appropriate generation and dissemination mechanisms, particularly in

¹⁰⁵ <http://www.med.harvard.edu/chge/Biodiversity.screen.pdf>

¹⁰⁶ <http://www.cites.org/eng/notifs/2004/039.pdf>

¹⁰⁷ <http://www.cites.org/eng/prog/MIKE/index.shtml>

developing countries, set up in consultation with different stakeholders, such as key organisations, institutions, and experts.

168. Through its Conservation and Management Plan¹⁰⁸, the *Indian Ocean - South-East Asian Marine Turtle Memorandum of Understanding* (IOSEA) under the CMS addresses capacity building. A provision is to build capacity to strengthen conservation measures through the following activities:

- Identify needs for capacity building in terms of human resources, knowledge and facilities
- Provide training (e.g. through workshops) in marine turtle conservation and management techniques to relevant agencies, individuals and local communities
- Coordinate training programmes and workshops
- Develop partnerships with universities, research institutions, training bodies and other relevant organisations.

United Nations Development Programme

169. The *Poverty and Environment Initiative* (PEI)¹⁰⁹ is supporting the development and implementation of comprehensive national poverty-environment programmes in five initial focus countries, with the aim of strengthening country capacity to integrate the environmental concerns of poor and vulnerable groups into national policy and planning frameworks for poverty reduction and environmental management. These five country programmes will generate widely applicable lessons and good practices on practical approaches to integrating poverty reduction and environmental management objectives into the core of national policy, planning and budgetary processes. PEI includes regional and global level knowledge networking activities with a focus on promoting South-South exchange, and will generate knowledge products based on country-level experience, although these dimensions of the programme are only now being developed.

170. UNDP assists more than 130 countries in *developing national capacity for environmental governance* of which biodiversity management is among the primary areas of focus. One way UNDP does this is through the GEF funded Biodiversity Enabling Activities in more than 86 countries, where UNDP supports activities that are largely capacity development projects for reporting to the Convention for Biological Diversity, *i.e.* on assisting countries to prepare their national biodiversity strategies and action plans and/ or their first national reports to the CBD¹¹⁰. In addition, support for enabling activities is provided in the areas of:

- Country self-assessments of capacity development needs in Biodiversity for:
 - Implementation of measures for *in situ* and *ex situ* conservation and sustainable use
 - Methodologies to evaluate and mitigate specific threats to biodiversity components
 - Biosafety
 - Initial assessment and monitoring programmes, including taxonomy
 - Conservation and sustainable use of biodiversity important for agriculture
 - Incentive measures
 - Access to genetic resources, benefit-sharing and formulation of mechanisms for these purposes
 - Preservation/maintenance of biodiversity-related knowledge of indigenous and local communities with traditional lifestyles
- Country-driven projects for participation in the Clearing-House Mechanism (CHM); and
- Consultations for the preparation of a second national report.

For human and institutional capacity development to be successful, the broader system in which these function must also be addressed. Consequently most UNDP projects are also actively

¹⁰⁸ http://www.ioseaturtles.org/cmp/CMP_Final-March2004rev.doc

¹⁰⁹ <http://www.undp.org/seed/pei/>

¹¹⁰ http://www.undp.org/gef/undp-gef_grant_opportunities/sub_enabling_activities.html

engaged in helping local and national constituents with the *policy and legislative process*, working to build participation, consensus, and encourage new synergetic partnerships that are fundamental to an overall enabling environment which favours biodiversity.

171. UNDP's support for capacity development in sustainable land management in the drylands is based on an integrated programmatic approach. This is being realised through the *Integrated Drylands Development Programme (IDDP)*¹¹¹. With regards to capacity development for biodiversity, the IDDP helps countries to develop institutional capacity for programme development and implementation at the national and community levels in three integrated areas:

- Mainstreaming drylands biodiversity issues into national policies and planning frameworks;
- Reducing vulnerability of drylands biodiversity to drought and the effects of climate change;
- Improving local governance for the management of biodiversity and other natural resources.

Specific activities on capacity development under the IDDP:

- *Institutional capacity development for drylands biodiversity at national level:* Countries are using the framework of the integrated programme to mainstream drylands concerns into the Poverty Reduction Strategy process. In Tanzania the Drylands Development Centre, the UNDP country office, the Poverty and Environment Initiative and the Poverty Eradication Division of the Vice President's Office and other development partners have over the last three years developed a programme on mainstreaming/integrating environment into the Poverty Reduction Strategy process. The programme has three main outputs focusing on knowledge of poverty and environment links, use of environmental data in poverty monitoring systems, and capacity building at local and national levels. The main focus of the programme is building the capacities of the environmental institutions to work within planning and budgeting processes. The UK Department for International Development (DFID) has seconded a fulltime Poverty Environmental Advisor to help UNDP in this work.
- *Institutional capacity development at decentralized local levels:* In May 2002, the Government of Yemen prepared a full-fledged Poverty Reduction Strategy Paper (PRSP). The UNDP Drylands Development Centre, Capacity 2015, and the United Nations Capital Development Fund in collaboration with the government of Yemen developed a 'Decentralization and Local Development Support Programme' (DLDSP) focusing on drylands/poverty/governance linkages. This programme focuses on capacity building for newly-established local government bodies and is now being implemented in two governorates (Taiz and Hadramawt) and selected pilot districts.
- *Capacity development at national and community levels:* Most poor people in the drylands live in remote places and are isolated from markets. Without access to markets people are unable to trade and prosper, and they have few opportunities for economic development. The UNDP Drylands Development Center, with funding support from the European Commission, is supporting a project on improving local markets for dryland and drylands biodiversity products in Eastern Africa. The project is being implemented in four cross border sites (of Kenya, Tanzania and Uganda) and is focusing on capacity building and training of communities and local intuitions on product development and marketing. The programme will empower communities by linking them to sources of market information. It is working with the East African Community to assist it to put into operation regional customs agreements.

172. Since 1993, UNDP through *Capacity 21* has assisted over 75 developing countries and countries in transition to adopt innovative capacity building approaches to meet the challenges of environmental degradation and develop good practice in natural resource management¹¹². UNDP's Capacity 21 which was set up to help countries build national capacities for the implementation of Agenda 21, working in close partnership with governments, civil society and the private sector,

¹¹¹ <http://www.undp.org/drylands/a-what-iddp.htm>

¹¹² <http://www.undp.org/capacity21/>

has since been transformed into the *Capacity 2015* programme¹¹³. The activities of UNDP's Capacity 2015 as related to capacity building for natural resource management include:

- Capacity development at the local level to improve local environmental governance and promote sustainable, local natural resource based economies
- Implementing national and local sustainable development strategies through local level initiatives
- Promoting public-private partnerships at the local level to stimulate local sustainable development and improve livelihoods
- Implementing the Multilateral Environmental Agreements at the local level (global sustainability requires local action, and local action requires global support)
- Building national policies that promote environmentally sustainable development
- Stimulating sustainable development in the Small Island States while reducing their vulnerability
- Creating natural resource management knowledge, learning and information networks for capacity development
- Promoting decentralization and increased participation at the local level for natural resource management by strengthening local leadership and improving human resources development.

173. On 18 February 2002, the Governments of Bolivia, Brazil, China, Costa Rica, Colombia, Ecuador, India, Indonesia, Kenya, Malaysia, Mexico, Peru, South Africa, the Philippines and Venezuela subscribed to the 'Cancun Declaration' which defined a common agenda for sustainable development and created the '*Group of Like-Minded Megadiverse Countries*'¹¹⁴ as a mechanism for consultation and cooperation to promote their interests and priorities related to the conservation, sustainable use of their biological and other resources, especially with regard to the fair and equitable sharing of benefits arising out of the use of biodiversity¹¹⁵. The 15 Member States represent over 70% of the planet's wealth of plant and animal species, around 45% of the world's population and the richest cultural diversity. This gives the Group great opportunities for development, but also an important responsibility for the conservation and sustainable use of biological diversity¹¹⁶.

One of the main intentions declared by the Group at the WSSD in Johannesburg was: '...to pursue the possibility of creating an operational Fund to develop the Group's capacities to achieve its objectives, and to call upon the international community and the international funding agencies to contribute to such a fund's creation...'. To this end, UNDP was invited to administer and manage a *Cooperation Trust Fund* in support of the Group's objectives. A Megadiverse Cooperation Fund (MCF) was endorsed by the Group during the 7th Conference of the Parties to the Convention on Biological Diversity (February 2004). UNDP is working with the current Chair and Secretariat of the Megadiverse Group, India, to operationalize the MCF.

In addition, a UNDP/GEF Project Development Facility (PDF) A grant has also been recently awarded to the Group of Like-Minded Megadiverse Countries to assist the Megadiverse Countries in preparing a *Medium Sized Project* (MSP) proposal for the 'Megadiverse Knowledge and Policy Network for Biodiversity and Sustainable Development' project.

174. Launched in 1992, the GEF *Small Grants Programme* (SGP)¹¹⁷ supports activities of non-governmental and community-based organisations in developing countries towards the conservation and sustainable use of biodiversity, while generating sustainable livelihoods. In the

¹¹³ <http://www.undp.org/capacity2015/>

¹¹⁴ <http://www.megadiverse.org/one.htm>

¹¹⁵ http://www.megadiverse.org/armado_ingles/PDF/three/three1.pdf

¹¹⁶ This paragraph is also relevant for the following issues: conservation of biological diversity, sustainable use of biodiversity, access to genetic resources and benefit-sharing, and research and monitoring.

¹¹⁷ <http://sgp.undp.org/>

area of capacity development for biodiversity, for example under the auspices of the SGP UNF COMPACT programme¹¹⁸, SGP has created a unique space for bringing together partners, strengthening the potential for coordination and cooperation, and discussing and resolving pressing environment and development issues – in the conservation of World Heritage Sites in Africa, Asia and Latin America. The SGP approach involves tapping local knowledge and practice in a way that can be effectively combined with capacity-building and technical assistance for biodiversity, as needed at the community level. The SGP gives particular importance to indigenous knowledge systems (IKS), and encourages projects to build on and validate IKS¹¹⁹.

United Nations Environment Programme

175. In the field of environmental law, the *Montevideo Programme for the Development and Periodic Review of Environmental Law* was adopted by the UNEP Governing Council in 1982 and implemented between 1982 and 1992. Following from Montevideo II (1993-2001), the Governing Council in 2001 adopted Montevideo III. The programme has developed a number of global environmental conventions. In addition, it has addressed capacity building needs, enabling nations to take legal and institutional measures for environmental protection and sustainable development and participation in the negotiation and implementation of international environmental legal instruments.

176. A tool for disseminating environmental law is *the ECOLEX Environmental Law Information Service*¹²⁰. ECOLEX is a global database on environmental law information, freely accessible through the Internet, ensuring better access to such information, especially in developing countries and countries with economies in transition where such information is not easily available. ECOLEX is a partner project of UNEP with the World Conservation Union (IUCN) and the FAO, with funding from the government of the Netherlands.

177. UNEP is conducting global, regional and national *training programmes and workshops in the field of environmental law and policy*, aimed at policy makers and environmental lawyers especially from developing countries. The goal is to strengthen participants' capacity to develop and implement environmental law in their respective home countries. An example is the Partnership for the Development of Environmental Laws and Institutions in Africa (PADELIA) project¹²¹, which started in 1994 and is jointly implemented with UNDP, the World Bank, the World Conservation Union (IUCN) and donor governments. Under the Balkan Stability Pact's Regional Environmental Reconstruction Programme for South Eastern Europe, UNEP is involved with the Acceptance and Implementation of MEAs in Southeastern Europe (AIMS) project. In-country experts prepare in-depth country assessments of acceptance and implementation of MEAs, and governments of the region are establishing national advisory groups to set national priorities for MEA development.

178. UNEP specifically addresses capacity building needs in compliance and enforcement of environmental law. In a participatory process involving experts from developed and developing countries, UNEP was guiding a process of drafting *guidelines on compliance and enforcement*¹²² which were adopted by the UNEP Governing Council in 2002. Other initiatives relate to cooperation with CITES, the Montreal Protocol, the Basel Convention, Interpol and the World

¹¹⁸ This is the Wildlife and Habitat Protection for Low Impact Eco-Tourism in PPSRNP and Consumers Coop Store project; see <http://sgp.undp.org/index.cfm?Module=Project&Page=ShowProject&ProjectID=5479>.

¹¹⁹ This paragraph is also relevant for the following issues: conservation of biological diversity, sustainable use of biodiversity, and access to genetic resources and benefit-sharing.

¹²⁰ <http://www.ecolex.org>

¹²¹ <http://www.unep.org/padelia/>

¹²² <http://www.unep.org/DEPI/Compliance&Enforcement.asp>, see also <http://www.unep.org/DEPI/Implementationlaw.asp>

Customs Organization on building capacity to combat environmental crime, through workshops and training modules.

179. UNEP has embarked on a GEF financed capacity building project to support the implementation of the environmental component of the *New Partnership for African Development (NEPAD) action plan*¹²³. The project is aimed at enhancing the human and institutional capacities of African countries effectively to address the environmental challenges facing the continent. It will assist the African countries to implement their commitments under the global and regional environmental conventions and will contribute to the implementation of the Africa chapter of the Johannesburg Plan of Implementation adopted by the World Summit on Sustainable Development.

180. UNEP-WCMC, in cooperation with Nippon Koei UK, has been assisting the World Bank in the completion of project preparation for the proposed project on *Building the Inter-American Biodiversity Information Network (IABIN)*¹²⁴. The work undertaken has included the development of a series of briefing papers on key aspects of information management, supporting the overall objectives of the World Bank project, which is funded by the GEF, which are (i) to develop an Internet-based, decentralized network to provide access to biodiversity information currently scattered in individual institutions and agencies in the Americas, (ii) to provide the tools necessary to draw knowledge from that wealth of resources, which in turn will support sound decision-making concerning the conservation and sustainable use of biodiversity.

United Nations Institute for Training and Research

181. UNITAR is conducting an *Environmental Law Programme*, a major component of which is a capacity building programme¹²⁵. It consists of intensive training projects (national or regional) developed to respond to the limited capacity of many countries to implement an increasing number of multilateral environmental agreements. The needs of developing countries and of countries with economies in transition are particularly considered in these training activities. The Environmental Law Programme has been developing capacity building programmes dealing with various subjects of environmental law. Among others the following topics have been covered: biological diversity management, environment and tourism, environment and justice, integrated coastal zone management, sustainable waste management and water management. These training activities usually produce as an outcome declarations or draft legal documents that can be submitted to the relevant authorities (national government and ministries or international organisations).

182. An example for UNITAR's capacity building programme is the workshop for the Asia-Pacific region on the *implementation of multilateral agreements related to biological diversity* with special focus on marine biodiversity, held in March 2003 in Kushiro, Japan, in cooperation with UNESCO, the Ramsar Convention, Kushiro Wetland Center and the International Ocean Institute¹²⁶. The workshop had three objectives:

- To provide an in-depth review of the provisions of multilateral agreements concerning biodiversity
- To offer assistance in the identification of national planning measures for the implementation of certain legal instruments (*e.g.* CBD, World Heritage Convention, Ramsar Convention, MAB)
- To provide updated information on the international efforts related to the protection of marine biodiversity.

¹²³ <http://www.unep.org/ROA/Nepad/activities.asp>

¹²⁴ http://www.iabin.net/binary_docs/documents/technical/iabin_project_executive_summary_eng.pdf

¹²⁵ http://www.unitar.org/elp/National-workshop_eng.htm

¹²⁶ http://www.unitar.org/elp/Regional-workshop_eng_2002_2003_Kushiro.htm

183. UNITAR is offering a *Long Distance Course on International Environmental Law*¹²⁷. It is aimed at professionals of governmental and non-governmental organisations, academic and research institutions. One of the objectives of the course is to strengthen the capacity for the implementation of multilateral environmental agreements.

United Nations University

184. UNU has a number of capacity building programmes related to environmental governance and biodiversity, and the linkages between environmental governance and the social and economic pillars of sustainable development. The *Interlinkages programme*, a joint initiative between UNU and the Japanese Ministry of Environment, seeks to promote greater connectivity between ecosystems and societal actions¹²⁸. On a practical level, this involves a greater extent of cohesiveness among institutional, environmental issue-based, and development-focused responses to the challenges of sustainable development, shared by a range of international, regional and national mechanisms. The Interlinkages programme, in partnership with UNEP, the Economic Commission for Africa, the South Pacific Environmental Programme and the Association of Southeast Asian Nations, is undertaking a thirteen-country case study, with the aim of transferring lessons of implementation at both the national and regional levels.

185. One week capacity-building workshops on *Analyzing Policy Issues of Innovation in Agriculture* are offered at UNU-INTECH and in developing countries within the context of established projects and upon request. They are designed for researchers and policy-makers and offer a new approach to the analysis of policy issues related to innovation and sustainable development. On the agriculture side these include issues of stakeholder participation, small-holder development in a context of technological change, the application of biotechnology to agriculture and the consequences for sustainability in ecological and socio-economic terms. On the biopharmaceutical side, they deal with biological, chemical and genetically engineered bases for pharmaceutical products. They thus include indigenous knowledge and broader sustainability issues in looking at current biological bases for new drugs, the application of intellectual property rights and the ways in which developing countries are building local systems of innovation in the biopharmaceutical sector.

186. Training leaders to confront complex institutional and policy issues is a central component of UNU's capacity building activities. From 12-30 August 2002, UNU-International Leadership Institute (UNU-ILI) conducted a global course on '*Leadership for Environment and Human Security*'¹²⁹. This course, also co-sponsored by UNDP, was timed to coincide with the World Summit on Sustainable Development. It brought together 26 participants from 22 countries, mid-career professionals with areas of expertise related to the theme, who spent two weeks in Amman and then travelled to the WSSD in South Africa for the final week of the course.

187. *UNU International Courses*, which are approximately a month long each year, are taught by a faculty of UNU academic staff and nearly two dozen external experts from academia, the UN, and other governmental and nongovernmental institutions. Three of the four courses offered in 2002 contained important material for biodiversity management, namely 'Environment and Sustainable Development', 'Human Rights: Concepts and Issues' and 'International Cooperation and Development'. In 2002, 53 participants (selected from some 320 applicants) from 36 countries attended the third regular session of the UNU International Courses. This included 31 participants from developing countries, 20 of whom received UNU fellowships.

¹²⁷ http://www.unitar.org/elp/Dist_Course_eng.htm

¹²⁸ <http://www.geic.or.jp/index-e.html>

¹²⁹ <http://www.la.unu.edu>

World Bank

188. Capacity building is a crucial element of the World Bank's biodiversity portfolio. As the world's largest single financier of biodiversity, and often working as an implementing agency with the Global Environment Facility (GEF), capacity building plays a core role in many of the projects the Bank has been supporting¹³⁰. The World Bank *Operational Policies on Natural Habitats*¹³¹ asks for the inclusion of components that develop the capacity of national and local institutions for effective environmental planning and management in relevant projects supported by the Bank.

189. As one of a wide range of examples highlighting the approach the Bank takes to capacity building, the *biodiversity project in the northeastern highlands of Cambodia* supports the protection and management of Virachey National Park in the province of Ratanakiri¹³². This mountain area of outstanding importance for biodiversity is threatened by a variety of factors. One of the goals of the project is to help communities to articulate and implement long-term community resource management plans. To this end the project has helped establish nearly 20 community resource management committees who are now in the process of working closely with park management staff to develop longterm goals for park protection and resource use. In addition, the project is promoting extensive community awareness raising and education programmes both for local communities as well as for government counterparts at the provincial and national levels.

World Heritage Convention

190. One of many examples of the capacity building work for State Parties is a two-year project on the *development of a World Heritage Information Management capacity in the Arab States* which is running from 2003-2005. The project aims to make available updated information relative to the Convention to World Heritage site managers in the Arab region and the general public, and to assist in capacity building on World Heritage information management within the Arab States. The project consists of four core activities:

- The creation and the development of an Arabic language web site on the World Heritage in the Arab Region, in cooperation with a regional partner
- The development, through pilot workshops in the field, of four training modules for the reinforcement of capacity in World Heritage information management
- The development of a human and scientific resources network (database, list of experts, responsible institutions, bibliography, etc)
- The organisation of a regional workshop in order to present the results of these activities to regional partners, collect their comments and define follow-up action.

191. The *Operational Guidelines for the Implementation of the World Heritage Convention*, adopted in 1977, with a number of subsequent updates, carry criteria for the inscription of properties on the World Heritage List and for the provision of international assistance under the World Heritage Fund. The latter is particularly relevant for capacity building regarding the implementation of the Convention¹³³.

Biodiversity Planning Support Programme

192. The Biodiversity Planning Support Programme (BPSP)¹³⁴ was a joint initiative by UNDP, UNEP and the GEF, with additional financial support from the governments of Norway and

¹³⁰ See <http://lnweb18.worldbank.org/ESSD/envext.nsf/48ByDocName/Biodiversity> as a gateway to specific projects.

¹³¹ <http://wbln0018.worldbank.org/Institutional/Manuals/OpManual.nsf/bytype/71432937FA0B753F8525672C007D07AA?OpenDocument>

¹³² [http://lnweb18.worldbank.org/ESSD/envext.nsf/48ByDocName/ConservationofBiodiversityinMountainEcosystems-AtAGlance2002Pages15-3018MBPDF/\\$FILE/ConservationOfBiodiversityInMountainEcosystems2002Page15on.pdf](http://lnweb18.worldbank.org/ESSD/envext.nsf/48ByDocName/ConservationofBiodiversityinMountainEcosystems-AtAGlance2002Pages15-3018MBPDF/$FILE/ConservationOfBiodiversityInMountainEcosystems2002Page15on.pdf)

¹³³ <http://whc.unesco.org/pg.cfm?cid=57>

¹³⁴ <http://www.undp.org/bpsp/>

Switzerland. The programme responded to needs recognised by the CBD for *strengthening national capacity to prepare and implement National Biodiversity Strategies and Action Plans* (NBSAPs), which form a core requirement for Parties to the CBD according to CBD article 6. The programme worked through three components:

- Information gathering and dissemination: Specialised information on biodiversity planning and CBD-related issues was compiled, where necessary translated, and distributed to national planning teams
- Guidelines and best practice experience: The programme has developed guidelines and training modules and has distributed best practice experience from the preparation of NBSAPs
- Regional exchange and thematic workshops: The programme held regional exchange and thematic workshops to promote intra-regional and global exchange of knowledge, experience and expertise.

A major output of the programme are thematic studies on the following issues¹³⁵:

- Integration of biodiversity into the national agriculture sector
- Integration of biodiversity into the national fisheries sector
- Integration of biodiversity into the national forestry sector
- Integration of biodiversity into the national tourism sector
- Integration of biodiversity with environmental assessment procedures
- Improved use of economic tools in national biodiversity planning
- Improved financial planning for national biodiversity strategy and action plans
- Harmonisation of legal obligations under biodiversity-related multilateral environmental agreements (MEAs).

Service for Implementation of National Biodiversity Strategies and Action Plans

193. The Service for Implementation of National Biodiversity Strategies and Action Plans (NBSAPs), also known as the *Biodiversity Service*, is a partnership of UNEP, the World Conservation Union (IUCN), the European Centre for Nature Conservation (ECNC) and the Regional Environment Centre for Central and Eastern Europe (REC). The service was established in 2000 to address the *immediate needs of countries in Central and Eastern Europe, Caucasus and Central Asia (CEECCA) in the implementation of their NBSAPs*¹³⁶. The overall objective of the first phase of the Biodiversity Service was to strengthen capacity in CEECCA countries to fulfil their obligations under the CBD through facilitating the process of NBSAP implementation in CEECCA countries and stimulating synergies in implementation of national (NBSAP), regional (Pan-European Biological and Landscape Diversity Strategy, PEBLDS) and global (CBD) instruments for the conservation and sustainable use of biodiversity. Countries of the region were provided with expert and advisory services, policy recommendations and guidelines, up-to-date information, experience exchange and training. The Service is based on a demand-driven approach within a clearly defined scope. All expert services and technical assistance within the framework of the project were provided on request at local, national and subregional levels, to meet particular needs expressed by national governments and other biodiversity stakeholders. The goal of the second phase of the Biodiversity Service project is to support activities that will help achieve the implementation of the Kiev Resolution on Biodiversity in the CEECCA region. The Fifth Environment for Europe Ministerial Conference in Kiev, Ukraine, May 2003, agreed to halt the loss of biological diversity at all levels by 2010 and committed to achieving nine sub-targets through national efforts and regional cooperation in the key areas of forests and biodiversity, agriculture and biodiversity, the Pan-European Ecological Network, invasive alien species, financing of biodiversity, biodiversity monitoring and indicators, and public participation and awareness¹³⁷.

¹³⁵ The studies are available at <http://www.unep.org/bpsp/TS.html>.

¹³⁶ <http://www.strategyguide.org/bioserve/index.html>

¹³⁷ This project refers not only to legal, financial and institutional issues, but also to all other issues identified within this paper.

EXPERIENCES AND LESSONS TO SHARE AMONG UN AGENCIES AND CONVENTIONS IN CAPACITY BUILDING FOR BIOLOGICAL DIVERSITY

194. This chapter assembles relevant experiences of UN agencies and conventions in capacity building for biological diversity, including methodologies, approaches, successes, best practices, failures and challenges, on the national, (sub)regional and global level. The focus is on experiences with cooperative projects and partnerships.

195. *Through a second questionnaire (see Annex II), the EMG members have been asked to identify, for each relevant issue as defined above (see paragraph 49)¹³⁸, their experiences, particularly methodologies, approaches, successes, best practices, failures and challenges, with a focus on cooperative projects and partnerships. The following paragraphs are based on that input.*

196. The experience that is communicated here refers in most cases to more than one, if not all of the issues as identified above. The individual experiences also often reflect successes, challenges and lessons to learn at the same time. Therefore, no attempt is being made to structure the experiences according to the issues or successes, failures, challenges, *etc.* Rather, the core types of experience have been identified and are explored in some further detail. They are organised under an adapted version of the main operational principles of capacity building as identified by the Global Environment Facility (GEF)¹³⁹. Therefore, the questionnaire has been revised to take the GEF operational principles into account. Note that in many cases, the experience described is relevant for other operational principles as well.

197. The agency that has provided the experience is indicated in the running text or in brackets.

Ensure partners' ownership and leadership

198. It is a fundamental principle that for positive outcomes of the capacity building process, including its long-term sustainability, the efforts should be nationally owned, led and driven. A high degree of national political commitment and leadership consistently sustained over time is essential. Related implications of this principle are that representatives of the country decide on priorities and courses of action and their links to other national priorities. It also implies self-monitoring, self-evaluation and learning-by-doing.

199. *Ensure national ownership and commitment:* The (UNEP) Partnership for Development of Environmental Law and Institutions in Africa (PADELIA) has successfully employed the services of local experts (or were not adequate, first built the local capacity) in developing and implementing national programmes rather than employing fly-in fly-out consultants. Also the project has demonstrated the scope for south-to-south technical cooperation by utilising intra-regional expertise. This ensures that the capacity developed is left in the country. Such capacity can be transferred to other sectors/thematic areas.

200. *Enable political commitment and local ownership:* The following are lessons from the GEF Capacity Development Initiative (CDI):

¹³⁸ Note that a revised version of the questionnaire is not referring to the issues, but to the GEF operational principles of capacity building.

¹³⁹ GEF: Proposed Elements for Strategic Collaboration and a Framework for GEF Action on Capacity Building for the Global Environment. 2001. See <http://www.undp.org/gef/undp-gef-how-to-access-gef-grants/undp-gef-how-to-access-gef-grants-documents/CDI.pdf>. The introductory paragraph to each operational principle in this study is text adapted from the GEF document.

- A high degree of political commitment and leadership in support of capacity development, consistently sustained over time is critical.
- A well-structured assessment of capacity needs and priorities by local experts is necessary. It is useful for both donors and recipient countries.
- Facilitating ownership right from the start is critical for achieving effective and sustainable results.
- Capacity building initiatives are often more successful when they recognise and build on existing strengths, knowledge and experience within countries.
- Capacity building is more effective if the partners' constraints and limitations are well understood and appreciated.
- It is important to have capacity building initiatives that are realistic and down to earth rather than theoretical or idealistic ones.
- A clear definition and division of roles and responsibilities is important.
- Accountability of all parties and transparency in the planning and decision-making processes can contribute significantly to the success.
- An iterative approach, which relies on effective monitoring, continuous feedback and adjustment to new evolving realities, enhances chances of success.

201. *Promote a decentralised and participatory approach:* The UNDP/GEF Small Grants Programme (SGP, see paragraphs 130, 140, 174) provides a wide range of lessons:

- The SGP works through National Coordinators (NCs) and the National Steering Committees (NSCs), composed of government, UNDP, and civil society representatives. This decentralised and participatory approach to implementation has proven invaluable to fostering ownership of projects and processes by local stakeholders and sustainability of the success of the projects that are supported by SGP. It is also a great mechanism for enhancing transparency and accountability. Most NSCs are composed of representatives of host governments, UNDP country office staff (the Resident Representative or his/her delegate), NGOs, universities/research institutions, and other civil society organizations. Some NSCs have included donor organizations and the private sector. It is also important to ensure the participation of technical experts in the GEF focal areas; these experts may be affiliated with the government, NGOs, universities, or environmental movements.
- Capacity development is one of SGP's strengths. Progress in technical and organisational capacity building among NGOs and CBOs has been particularly effective and has clearly enhanced the credibility of these organisations and their ability to make important contributions to solving local as well as global environmental problems.
- Environmental knowledge and a variety of technical skills have been acquired by a large number of NGO, CBO and community grantees throughout the country programmes, including the capacity to analyse local natural resource issues, diagnose problems and implement solutions. SGP has had significant capacity building impacts in many countries. SGP activities have led to different forms of capacity development. Most directly, NGOs, CBOs or communities benefit simply by participating in what is usually their first experience in identifying a project concept and then designing and eventually implementing their project in a participatory way. In most cases this process is actively supported by the NC or by other experts and organisations mobilized by the NC. The gains to grantees in self-confidence, empowerment and, of course, the capacity for future action provided by the acquisition of these skills is clearly and repeatedly evident from visits to SGP project sites. However, gains in knowledge and expertise on global environmental issues, including the GEF focal areas, have mainly occurred among NGOs and some CBOs, and much less at the community level. Links between local actions and global environmental issues are still proving difficult to communicate to communities, a problem not limited to the developing world.

- Some NGO grantees are able to use their membership in governmental bodies to leverage experience into policy-making. SGP has been able to influence other organisations and local governments with compatible aims.
- There is a high degree of fit between the services and benefits provided by the SGP and the current priorities and needs in an extraordinary variety of country contexts in which the programme operates. Thus proving that assistance provided by organisations to developing countries need not necessarily be large-scale, but that sometimes, a small amount of funds that respond to specific community needs can generate catalytic and high-impact results.
- In many countries SGP has become highly regarded by government agencies, other donors and, increasingly, the general public. The national programmes feature regularly in a variety of news media promoting links between local community actions and global environmental issues while highlighting convincing projects drawn from their own portfolios. This clearly builds awareness of and interest in the global environmental agenda among a wide range of key stakeholders who would not otherwise be exposed to GEF activities.
- Many SGP projects appear to deliver more favorable cost-benefit ratios than larger projects. The SGP's importance to developing countries derives from 'the way in which it links, global, national and local-level issues through a transparent, strongly participatory and country-driven approach to project planning, design and implementation' (Ref: 2003 GEF Overall Performance Review).
- As an important first step, several key policy documents were completed early in the second operational phase of the programme (1999) and then implemented. These included the first SGP Strategic Framework, a Resources Mobilization Strategy, a Global Communications Strategy, a Monitoring and Evaluation Framework, and updated Operational Guidelines (prepared with UNOPS). The Strategic Framework is a comprehensive guidance document and provides a coherent sense of direction to the programme. It effectively addresses some of the lessons learned from the first operational phase of the programme (1992-1998): (a) providing technical guidance on the eligibility of projects under each of the GEF Operational Programs, and (b) discussing how national programmes and their grantees can reconcile the immediate and urgent livelihood priorities of poor, rural communities with the global environmental problems targeted by GEF. A well functioning Central Program Management Team (CPMT) is crucial to providing such overall guidance and supporting its context-specific implementation.
- The key messages in the Strategic Framework were communicated to the country programmes in a variety of ways, helping clarify the programme's objectives and ensuring a more rigorous application of the GEF Operational Strategy and Operational Programs. In a decentralised programme such as SGP, such documents and an effective communication of their content to all stakeholders is key to ensuring coordination and continually improved design of projects of uniformly high quality.
- Many SGP projects have leveraged their impact through scaling up, replication and influencing government policies related to global environmental issues. Most replication and scaling-up of promising projects can be attributed to the credibility and creativity of well-connected NCs and NSC members, the partners they have brought into projects, word of mouth at NGO and community levels, and the effective communication strategies of many country programmes. The establishment of strong relations with government, high credibility among NGOs and strong interest from other donors have helped position many of the national SGPs to sustain a progressively stronger role in environmental policy-making. A significant

number of SGP projects have been or expect to be scaled up or replicated by medium or full-sized GEF projects.

- The SGP's participatory approach to project planning and implementation is strongly conducive to project sustainability. Sustaining the benefits from small projects with a life span of 1-2 years is a challenging undertaking, however, and expectations concerning the sustainability of individual SGP projects should not be set too high. Capacity building, leverage and awareness raising are all potentially sustainable in terms of their impacts on local and global environmental issues, even though most need to be reinforced by other complementary efforts.
- Partnerships developed by SGP have been a key element in bringing wider financial and knowledge resources to bear on programme activities and in the process, building capacity of grantees. The extent of outreach and collaboration is considered to be one of the unique strengths of the programme.
- The financial sustainability of projects has been addressed either by including new income-generating opportunities and micro-enterprises in projects or by selecting grantees who are expected eventually to be able to raise their own funding support to sustain SGP project activities. Generating commercially-viable livelihood opportunities through projects has continued to be challenging during the second operational phase of the programme, although several projects have adopted promising approaches that should be further analysed as potential best practices. Revolving loan funds have been used successfully in a number of cases. Some projects promoting new technologies have enhanced their prospects for sustainability by helping local people acquire relevant construction, installation, maintenance and repair skills.
- GEF financing is provided on the basis that the SGP can generate global environmental benefits. In practice, the most significant global benefits from SGP seem unlikely to come from the *direct* environmental impacts of 3,000 relatively small and local project activities, even if these could be measured by appropriate and cost-effective indicators. It is the *indirect* impacts of SGP activities that seem much more likely to contribute to and sustain global benefits. The most important types of indirect impacts from SGP activities include (a) projects that result in or support policy changes by governments or new approaches by donors, (b) CBO or NGO grantees going on to more influential activities as a result of capacity building and experience gained during an SGP project, (c) local communities initiating new environmental-friendly activities or obtaining services or action from government as a result of increased self-reliance and organisational skills attributable to participation in an SGP project, (d) diverse stakeholders taking action as a result of broader awareness of global environmental issues resulting from SGP activities, (e) NSC members, often influential figures and decision makers, becoming active lobbyists and ambassadors for global environmental issues, and (f) institutional project partners such as research institutions, local governments and national environmental funds adopting SGP approaches and introducing them to broader communities.
- Some of these benefits may not become evident until several years after the SGP activity that stimulated them.
- The location of projects, the characteristics of the selected grantees and the size of the grants all have important implications for the overall performance and effectiveness of national SGP portfolios. Hands-on management and grantee supervision is one of SGP's strengths. In a few countries, however, the geographic scope appears so broad that the national effort has become fragmented and the projects appear isolated. This can impose significant costs in terms of project supervision and monitoring. While the SGP Monitoring and Evaluation Framework

provides excellent guidance, the portfolios in some countries are at or beyond the NCs' capacity to monitor adequately, even with support from NSC members. Allocating some project funds to finance monitoring by sub-contracted research organisations has worked well in the few cases where this has been attempted, but more resources are clearly needed for project monitoring.

- Strong decentralised institutional and management arrangements at the national level continue to be the key to the SGP's success. To have established and maintained the programme in a way that gives capable NCs such a high degree of autonomy is a major achievement of both UNDP and SGP. The roles of and relationships between the NCs, the NSCs and the UNDP Country Offices are all vital components.
- The UNDP Country Offices generally enjoy a mutually beneficial relationship with SGP. UNDP's on the ground presence has proven ideal for a decentralised programme like SGP and country management of its projects.

Ensure multi-stakeholder consultations and decision-making

202. To tackle inter-sectoral issues, multi-stakeholder consultations and decision-making need to be ensured. Principal stakeholders should be involved from the start of the planning process. The use of participatory approaches should be promoted, *i.e.* involvement must be real and not one-way (see also the previous chapter).

203. *Involve the principal stakeholders from the beginning:* National decision-making should involve multiple stakeholders, particularly with a view to tackling intersectoral issues. A necessary condition for effective and sustainable results is the involvement of principal stakeholders right from the start of the planning process as full and equal partners (UNU). Partners should adopt a facilitative role allowing stakeholders enough responsibility to make decisions, decide on priorities and plans of action (UNEP PADELIA).

204. *Undertake a SWOT analysis:* Undertaking a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis with substantive input from stakeholders involved in the project has been proven to identify successful current activities and areas in need of improvement (GRASP).

Base capacity building efforts on the partner's self-assessment of needs

205. A self-assessment determines the present status of capacity needs of the project partner.

206. *Develop a demand-driven approach to implementation:* Capacity building projects need to be demand-driven; therefore exploring the demand of beneficiaries early in the development phase of projects is critical (Biodiversity Service; GRASP).

207. *Undertake a self-assessment of needs:* National ownership and leadership is more likely when capacity building efforts are preceded by a self-assessment of needs. The UNU projects make this imperative because of the wide variation in the levels of capacities to implement the CBD obligations across countries. National Capacity Self-Assessments (NCSA) undertaken by the GEF implementing agencies under the GEF funding is an important process that should inform the design and implementation of capacity building activities at the country-level. The objectives of capacity building efforts should be commensurate with the existing status of the capacities in the recipient country. Even when focused on problem-centred approaches, the efforts are often more

successful when they are realistic, and recognize and build on existing strengths, knowledge and experience within countries (UNU).

208. *Integrate the findings of national capacity assessments into capacity building support to countries:* Lessons learned from UNDP/GEF National Capacity Self Assessment for Access and Benefit Sharing and Traditional Knowledge (see paragraph 105):

- UNDP has learned that national capacity assessments are an important foundation for providing an effective capacity building support to countries. An analysis such as one undertaken by UNDP will help enable UNDP to integrate the findings regarding capacity needs into its ongoing activities and in the design of planned activities to support participating countries.
- Awareness of stakeholders and policy makers about the value and potential benefits of biodiversity needs to be increased.
- Stakeholder participation is insufficient at present in many countries and needs to be enhanced through awareness raising, capacity building, and through an emphasis on trust and transparency.
- There is a need to address overlapping jurisdictional mandates and develop mechanisms for effective coordination.
- Procedures and institutions need to be established to process requests for access and Free Prior Informed Consent (FPIC).
- Training for government officials, policy-makers and stakeholders on issues and procedures of access and benefit-sharing is essential.
- Legislative frameworks need to be utilized and to this end, there is a need to draft and implement laws and regulations on equitable benefit sharing.
- The inclusion of communities surrounding protected areas in sharing the benefits derived from those areas' resources is essential.
- While drafting of legislation can be the long-term approach to addressing equitable benefit sharing, countries recommended development of model agreements as a short-term measure.
- Most model agreements are created on a case-by-case basis and standard procedures still need to be established for requiring FPIC and equitable sharing.

Adopt a holistic approach to capacity building

209. All three levels of capacity building need to be addressed - the individual, the institution and the overall system framework in which the two operate and interact, as well as the formal and informal relationships between institutions.

210. *Pay attention to the three levels of capacity building:* All three dimensions of capacity building need attention. An inadequate emphasis at the system level may diminish the impact of efforts at the institutional and individual levels. A proper balance, therefore, needs to be established between all three, closely interlinked, levels (UNU).

211. *Create fora for local experience, perspectives and knowledge:* The UNDP Community Dialogue Spaces (see paragraphs 80, 142) have resulted in the following lessons:

- Creating a forum for local experience, perspectives and knowledge to convey that experience to national and international decision makers in ways that are often not possible has proven very valuable.
- Such a forum is a concrete modality for exchange of knowledge among peers.
- It also is a platform for robust and effective integration of local perspectives into global/multilateral environmental agreements and conventions. Such forums offer a great deal of capacity development for community representatives to influence global and national agendas to the benefit of local communities.

- Creating effective forums for local experience need a committed coordination body.
- The coordinating body needs to have the trust of indigenous peoples and local communities.
- Such forums yield best results when development agencies like UNDP limit their role to building the appropriate infrastructure and provision of information (a sort of user's guide to participants, rules of procedure of international policy fora) and leave much of the content for definition and management by community participants (*e.g.* schedule, planning of daily events *etc.*). Engaging the community representatives in a participatory content definition builds trust and ownership. It is also a good capacity development exercise.

Integrate capacity building into wider efforts to achieve sustainable development

212. Capacity building should be a comprehensive and integrated approach addressing institutional, organisational, human, financial, informational aspects, *etc.* It should also be incorporated into the overall national capacity building and human resource development strategies/policies/plans in the area of broader environmental management and sustainable development.

213. *Relate to on-going initiatives for sustainable development:* Capacity is very fluid and has multiple uses. Any strategy to address capacity building must therefore recognize that developing capacities for global environmental action is closely related to and must be integrated with on-going initiatives to enhance capacities for broader environmental management and for sustainable development in general (UNU).

214. *Identify challenges for developing countries in monitoring progress towards global targets:* Monitoring and measuring progress towards the Millennium Development Goals is an important step in achieving the goals of the Millennium Declaration by 2015. The lessons learned and experiences summarised below are some conclusions derived from UNDP's analysis of the current status on commitments to environmental sustainability through a review of 67 [MDG country reports on specifically environmental sustainability](#)¹⁴⁰, [e-discussions on monitoring progress towards environmental sustainability](#), and the [preparation of a practice note on monitoring country progress towards environmental sustainability](#). Identifying MDG achievements and challenges on monitoring environmental sustainability will help the UN's efforts in: identify key areas of support for providing assistance in developing effective monitoring and reporting mechanisms; improving the MDG 7 target and indicator framework to encourage reporting processes that target specific development performance; highlighting best practices on adapting the Global Millennium targets and indicators to national priorities and linkages to national strategies.

There are several challenges to successful monitoring and reporting of progress towards environmental sustainability. They include:

- Inadequacy of global MDG targets and indicators to fully capture the country level realities and priorities;
- Multiplicity and specificities of scales and levels in governance of environmental issues, (*i.e.* global, regional, national, sub-national and local), and a weak understanding of the interrelationship between these levels;
- Difficulties in establishing national benchmarks or standards due to the diversity of local and national conditions;

¹⁴⁰ Ensure Environmental Sustainability is the seventh Millennium Development Goal; see also paragraph 159.

- Lack of explicit integration and visibility of environment in national policy, planning and budgetary frameworks and weak coordination of monitoring efforts across sectors, line ministries;
- Gaps in data for many indicators, mainly due to unreliable systems of data collection and quality assurance;
- Insufficient resources for the financing of environment and monitoring;
- Structural nature of development assistance can often exacerbate national policy and programme fragmentation;
- Lack of professional institutions for databases and data collection, as well as lack of qualified professionals;
- Insufficient transparency and accountability in monitoring practice.

Other general priorities include:

- Improving systems of natural resource management to make them more transparent and predictable (in particular forest, water and wildlife) reflecting the scarcity and true value of those resources;
- Strengthening of institutional capacity to implement the Convention on Biological Diversity, including efforts to strengthen the design and management of protected areas;
- Conducting information, education and communication campaigns targeted to the population, especially women, to raise awareness of their land rights;
- Promoting private investment in the energy sector, the water sector, and in the managed exploitation of forests by creating a favourable environment comprising: transparent equitable and enforced law, access to credit, capacity building, community involvement, reduced barriers to entry, and clear respective roles of ministries to reduce confusion between rural sector and urban sector issues.

Promote partnerships

215. At their best, capacity building involves a collective effort and the multiple channelling of financial resources and expertise, with the key players (agencies, countries, civil society, donors, and private sector partners) having differentiated roles.

216. *Pool each organisation's strengths, capacity, skills and potentials:* Partnerships are most effective when they take the different skills and strengths, but also the weaknesses, into account. Wide-ranging partnerships, including for example inter- and non-governmental organisations as well as governments, such as the Great Apes Survival Project (GRASP) and the Service for Implementation of National Biodiversity Strategies and Action Plans (Biodiversity Service), will be able to make a wide range of strengths and potentials available for the success of the project. Such partnerships might include a range of conservation approaches and different organisational sizes and mandates. For example, NGOs might be able to reach out with the capacity building efforts to local communities more effectively than other partners; NGOs might also be in a good position to provide technical support on the ground through their in-country experience and government contacts. Intergovernmental organisations could relatively easily facilitate meetings involving the governments of partner or 'target' states. Some partners might have better access to media than others, to achieve wider media coverage or might be able to increase the political backing (GRASP).

217. *Build on the complementarity of the partners:* The UNDP/UNEP collaboration on biodiversity and the Millennium Development Goals (MDGs), producing the conferences on *Biodiversity After Johannesburg* and *2010 – the Global Biodiversity Challenge* (see paragraphs 156 and 157), provide some useful lessons, including the following:

- The complementarity inherent in the coming together of a community-based and development focused organisation with on the ground presence (like UNDP) and an organisation that has a normative focus with a scientific and technical base (like UNEP) has proven very effective and has yielded good results.
- A bold and ambitious framework like the MDGs, which has characteristics of being a big umbrella as its components impact many organisations and sectors, can attract a great diversity of partners and generate productive collaborations.
- Effective collaborations such as UNDP and UNEP's around the MDGs need a secretariat committed to building on the momentum created by initial successes. The centre of leadership needs to be clearly defined so that initial success can be sustained.

218. *Establish differentiated roles of the different partners:* Meeting capacity building needs is an immense and urgent task requiring a collective effort that draws upon the comparative advantages of the multiple parties to maximize impact. There is a need for differentiated roles. The opportunity for multiple channelling of financial resources and expertise must be capitalized. Furthermore, partnerships are central to achieving best, sustained results. The most successful capacity building efforts are often those where the partners invest some of their own financial and staff resources. In that context, it is important that the assistance be defined through open and transparent dialogue with all the key players (countries, civil society, donors, and private sector partners) in capacity building. Coordination both between various efforts at the country-level and amongst donors is essential and there is clearly a potential for more coordinated efforts. However, there are constraints to country-managed aid coordination, as well as donor-induced constraints to coordination. There are, nevertheless, some basic hallmarks of good coordination (UNU).

219. *Establish transparent partnership structures:* Among the basic needs of capacity building partnership projects is the agreement of the partnership structure, its strategy and objectives (GRASP, Biodiversity Service). A structured and systematic approach to the governance of the partnership has been proven useful, which involves establishing appropriate bodies such as secretariats, an executive committee or scientific advisory bodies (GRASP). Decision-making needs to be transparent, allowing for an open dialogue. Regular communication horizontally, *i.e.* between organisations, and vertically, *i.e.* between central structures such as secretariats, and countries will build trust between the partners (GRASP).

220. *Build partnerships that deliver greater impacts than the sum of the parts:* The UNDP Equator Initiative is a partnership that promotes greater recognition of the critical role of local communities in reducing poverty and conserving biodiversity (see paragraphs 79, 80, 106, 133-135, 142-145). The following lessons from the Equator Initiative refer specifically to partnerships:

- One the ground experience (as compared to theoretical exercise) provides a more powerful platform for policy formulation and dialogue. It also attracts more attention from media, policy makers, decision-making bodies, *etc.*
- When several organisations come together around a common vision (in the case of the Equator Initiative the Poverty Reduction/Biodiversity Protection nexus), it creates a much smoother dynamic and a more purposeful and result-oriented interaction free of organisational politics.
- The media and the public are interested in stories of success and hope.
- Innovative initiatives that bring organisations together under a shared vision create trust among the individuals from the respective organisations and this in turn can have the effect of being a stronger partnership between the organisations themselves beyond the individual professionals involved in managing the partnership. It would have the domino effect where the organisations are more willing to collaborate with each other on various other issues.
- A committed and focused secretariat is essential for guaranteeing a successful partnership that is financially sustainable. There needs to be a core team solely focused on coordination and nurturing the partnership.

- Codifying the substantive lessons learned from projects supported by partnerships needs to be built into the long-term strategy of the programme explicitly and intentionally. It often seems easy to capture lessons learned along the way but it takes a huge and focused effort to capture and codify lessons learned and transform into replicable knowledge.
- A lot can be achieved with relatively small resources drawing upon creative and committed individuals and a highly skilled volunteer base when such a volunteer programme is well thought out and managed.
- Regular board meetings where senior representatives from each partner organisation come together to review progress, identify challenges, and continually refine the strategy forward is an essential element of a successful partnership.
- The coming together of diverse organisations with diverse strengths, expertise, client base, and focus creates a partnership that delivers a much greater result/impact than the sum of the parts. The involvement of small organisations (*e.g.* media organisations or local NGOs) with unique access or large reach to outlets that usually may not be available to big organizations can create an unexpected multiplies effect on impact of a partnership.
- Flexible partnership modality creates room for staying innovative and securing additional partners. For example, when core contributing partners are open to collaborate with other organisations who may not be full contributors to the partnership *per se* but are willing to collaborate on smaller and specific initiatives, the interaction generated around the specific interaction can lead a more core level partnership later.
- Sometimes, big results can be produced by modest or in-kind contributions to catalytic vehicles such as books or workshops.

221. *Bring innovative initiatives into the partnership:* A collaboration like the Millennium Ecosystem Assessment allows each organisation to contribute and tap into innovative initiatives and cutting edge information on topics of relevance to the partners without each organisation creating its own department and committing staff in a way that may result in duplicative efforts. The Millennium Ecosystem Assessment partnership has proven to be an efficient way for each partner to do their job and leverage each other's strengths (UNDP).

222. *Seek cooperative approaches to funding institutions:* A particular challenge for the Ramsar Convention has been to attract sufficient funding to supply the needs, especially in developing and small island states. Lack of ability of Ramsar contracting Parties to apply for GEF projects related to Convention objectives, has been a problem, but with the joint work plan of Ramsar and CBD becoming more consolidated, more GEF submissions are expected, and hence more successful applications. This approach needs to be extended by a cooperative approach between the Rio conventions, the GEF and Ramsar in promoting what can and cannot be done with respect to Ramsar objectives.

Accommodate the dynamic nature of capacity building

223. Mobilization of existing potential, enhancement through continuous use, conversion to deal with new problems, creation through formal training programmes, succession by subsequent generations and retention of capacity are essential features of capacity building projects.

224. *Use a variety of options of capacity mobilization, enhancement and creation:* Capacity building is a dynamic process with many facets: *mobilization* of existing potential that may not be utilized because it does not reside in the institution that is charged with the respective responsibility, or individual expertise may not be utilized because of organizational deficiencies, among other reasons; *enhancement* of capacity to avoid obsolescence through continuous utilization and by providing short-term courses, workshops, seminars and other training services; *conversion* or *adjustment* of existing capacity to deal with the new problems; *creation* of capacity

through formal training programmes; and finally *succession* or the *improvement* of capacities by subsequent generations. Capacity *retention* is also a key challenge. Given that capacity building is not static but a dynamic and iterative process (as opposed to linear), adequate monitoring and evaluation techniques with appropriate benchmarks and indicators are essential for learning-by-doing and for adaptive management. It is therefore important for the players to revisit the operational principles, strategic elements, tools and methodologies from time to time (UNU).

225. *Apply highly targeted small cost projects:* The Convention on Wetlands has been using highly targeted small cost projects (with a maximum of CHF40K) to deliver across a range of issues through a range of countries. The combined capacity built by these projects has enhanced the ability of contracting Parties to the Convention to carry out the decisions passed by successive Conferences of the Parties. An example is a Ramsar environmental education programme in wetlands of Venezuela. The project aims to train students of education, biology and social sciences of three universities for them to design educational modules to be implemented in primary education in neighbouring schools to four wetland sites: Lake Valencia, Unare Lagoon, Tacarigua Lagoon National Park and Cuare Wildlife Refuge. The project is a joint effort of the parks management agency INPARQUES, Universidad Pedagógica Experimental Libertador, Universidad de Carabobo and Universidad Simón Bolívar.

226. *Manage expectations that are higher than the funding available:* The Convention on Wetlands has found it challenging to meet expectations the sum of which is higher than the funding available. The Convention has done that by indicating clearly the limitations of the funding available, and by trying to delimit the type of projects which can be supported. However, it was only possible over the last ten years to fund little over 35% of the applications for support the Convention received.

227. *Increase the effectiveness of submissions for funding:* In order to try and ensure only effective projects are submitted for funding, the Ramsar Convention provides visits from regional Ramsar advisory teams to focus the kind of projects which will be most useful and acceptable.

228. *Provide a flexible management system for capacity building projects:* A light and flexible management system helps to avoid over-bureaucratization and expenditure on travel and meetings. The GRASP project has found that key features are a small international unit comprising an agency and consultants, technical support commissioned from NGOs and frequent e-mail communication and teleconferences when necessary with partners.

Adopt a learning-by-doing approach to capacity building

229. A variety of tools and methodologies may be used, including workshops and in-service technical training, as well as programmes that offer greater scope, such as networking and internships.

230. *Apply a variety of tools for capacity building:* Capacity building efforts should be supported by a variety of tools and methodologies. These could range from the more traditional methods to capacity building (such as workshops, in-service technical training) to those that offer greater scope both methodologically and institutionally (such as networking, horizontal exchanges and cooperation, creation of multi-stakeholder project steering committees, sharing of project management responsibilities, internships, south-south cooperation, issue-based scientific networks) (UNU).

231. *Build flexible capacity systems with well-informed stakeholders:* The following are lessons extracted from the Capacity-Building Database in the Biosafety Clearing-House of the CBD:

- National biosafety regulatory frameworks should be flexible enough to respond to changing requirements - this requires informed and proactive human resources.
- It is important to promote global, regional, and sub-regional cooperation and collaboration in building capacities for biosafety.
- It is important to build the capacity of government officials to assess information contained in the advanced informed agreement notification and in the risk assessment, in order for them to make it available to the public.
- It is important to produce information related to risk assessment and management regarding specific releases of LMOs to the environment.
- It is important to develop biosafety awareness materials for specific target audiences.
- Public acceptability of regulations and decision making in biosafety is a very important issue related to all aspects of information supply and public participation (education, dissemination, the Biosafety Clearing-House, *etc*).
- Training using case-studies and ‘hands-on’ experience is very important.

232. *Provide effective advice and information at reasonably low costs:* A combination of policy advice, project preparation support, expert and information services, delivered swiftly to beneficiaries, has been at the core of the Service for Implementation of National Biodiversity Strategies and Action Plans (NBSAPs) in CEECCA countries. The GRASP project emphasizes technical and financial assistance to project partners, including provision of office equipment such as desktop computers. It should be aimed to do so with achieving maximum results at reasonably low costs. This implies developing a system for effective delivery.

233. *Focus on ‘quick win’ projects in early project phases:* Concentration in the early phase of capacity building projects on a number of practical ‘quick win’ projects in critical partner countries has been a key of the GRASP experience so far. This particularly includes awareness raising activities.

234. *Invest in/pay higher premiums to efforts with high multiplier effect:* Capacity building is an ‘indomitable’ task that could consume huge resources. Investing in efforts with multiplier effects such as training of trainers (use of local experts to develop and implement programmes), strengthening of regional and national institutions, collaboration with non-governmental organisations and national/local/ community-based organisations, could lead to an early attainment of objectives. UNEP/UNESCO/German Federal Ministry of the Environment/Dresden University of Technology’s postgraduate studies in environmental management for developing countries have built local experts who have been instrumental in further development of local courses/workshops for decision makers at country level. UNEP - Watson International Scholar of the Environment (WISE), with funding from the Luce Foundation, has seen national universities incorporate elements of the course into their curriculum. UNEP is also working with schools of journalism and media houses to promote awareness raising and public participation in environmental management by joint development of curricula, reference materials, and handbooks on environmental reporting. The PADELIA project builds a core pool of trainers who then undertake local capacity building programmes. Also the project supports the strengthening of national institutions, supporting resource centres, and promoting incorporation of environmental law into university curricula.

235. *Identify the target audience and choose the right approach for building their capacity:* Targeted training needs a thorough identification of the audience which might be very specialised, for example customs officers charged with the enforcement of provisions of CITES, or protected area managers working at local sites with communities. Problems might arise from staff turnover, and the right methodology and training material need to be selected. CITES has developed an interactive computer-based training programme, avoiding wasting valuable in-person training time and resources if the trained staff is replaced by non-trained staff.

236. *Provide interactive computer-based training:* Interactive computer-based training offers a focused and easily repeatable training programme that can be used by many persons and at times of their choosing. Materials and the programme of study can be aimed at specific audiences with particular responsibilities and information needs. Interactive computer-based training presents essential information, and guides the participant through a learning process to ensure that the participant has understood the concepts, principles, and procedures presented. The interactive nature of the training provides the means for the participant to practice using new information relevant to their work, and thereby understanding and retaining the information presented, before being taken to the next level. Under circumstances, which do not allow for the use of computers, other interactive material could be developed, with the help of training experts with an educational background (CITES).

237. *Develop and keep updated training material:* A library of training presentations, in many cases multilingual, has proven useful but needs to be updated in regular intervals. The presentations need to be tailored to local needs, *i.e.* easily adaptable to include locally-relevant examples, or translations into national languages. All these processes should be as cost-effective as possible. The workload for development, updating and translating of electronic training material must not be underestimated. Interactive material, for example, will need to provide for alternate responses and feedback to the learner (CITES).

238. *Maintain databases of best practices and success stories:* Information on and lessons learned from projects could be posted into databases on best practices and success stories to further disseminate to other communities/countries for replication. These can serve as reference materials as well as raw materials for developing training materials, providing means for comparative analyses/case studies. Training materials should be tested to ensure they are demand driven and pedagogically sound. The use of experts in training/education is critical in designing training materials (UNEP).

239. *Choose the right trainer for trainers:* CITES experience has shown that developing the training skills of knowledgeable staff is more effective than training trainers about the Convention. While a trainer will understand how to impart knowledge, the complexity of CITES and the professional nature of the audiences indicates that a trainer who is new to CITES is unlikely to be able to answer difficult questions or provide practical guidance to complex situations. Being able to address such matters requires not only knowledge about CITES, but also the possibilities and limitations within national legislation, current conservation science, and so on. In addition, when addressing an audience of professionals, one of the most important assets a trainer can have is technical credibility. A trainer who cannot address and solve the audience's technical problems quickly loses credibility and the audience's respect and attention. Therefore, starting with persons proficient with CITES and imparting adult education, training, and group facilitation skills is an effective way of increasing the number of CITES trainers who can in turn guide national audiences through a training process.

240. *Develop and regularly upgrade performance monitoring indicators:* The use of performance indicators can provide useful lessons and sources of information about the effectiveness of a capacity building project, the challenges to attainment of goals/objectives and the best way to overcome problems, adjust expectations and set realistic timetables for future projects. Performance indicators could be standardised over time with cooperative arrangements between the partners and active engagement of all stakeholders. The performance indicators should be upgraded from time to time and adjusted as appropriate to suit local conditions. Feedback mechanisms should be established for this to work (UNEP).

241. *Monitor the use and impact of materials:* The use and impact of training materials will be difficult to monitor in most cases. Feedback mechanisms might be helpful, but need to be monitored and if necessary adapted themselves (CITES).

242. *Establish and maintain communication channels:* Information flow is critical to responding to the needs and priorities for capacity building in biodiversity at the country level. There is a need for a means to document requests from countries/communities, a means to channel the requests to the most suitable agency with comparative advantage or strength in that particular aspect, and the documentation of the impact and outcome of the interventions. Communication should be maintained both among and between implementing partners and the beneficiaries. Several of UNEP cooperative and partnership projects have benefited from joint steering and technical committees (UNEP).

Combine programmatic and programme-based approaches

243. Short term projects often have a negative exit impact. Programmatic approaches and long-term projects adopting an integrated and comprehensive approach to capacity building require long-term planning. *Ad hoc* approaches do not have much chances of success.

244. *Make disbursements dependent on performance:* In 1999 the UNDP/GEF Small Grants Programme funding arrangements were modified to introduce a programmatic approach, which made each annual disbursement dependent on performance against agreed benchmarks and deliverables. This approach has played a key role in maximizing the cost/benefit ratio (or a high return on investment) both from the perspectives of the GEF as the funding facility and SGP as an implementation arm.

245. *Plan for a programmatic approach to capacity building in partnerships:* UNEP has in recent years entered into medium term partnership frameworks (3 – 4 years) with donor countries in which it is possible to plan for a programmatic approach to capacity building thereby avoiding *ad hoc* interventions. Thematic areas for donor funding as well as priority regions can thus be identified. Currently several of these frameworks incorporate biodiversity as main thematic areas.

Promote regional approaches

246. Regional approaches can be useful to address common capacity concerns of countries or local communities. They are also helpful for a better use of scarce resources and an improved information exchange.

247. *Make use of regional bodies and mechanisms:* The UNDP/UNEP Biodiversity Planning Support Programme (BPSP, see paragraph 192) has resulted in a number of useful lessons, including the following:

- When introducing new mandates that all countries need to report on due to their membership to conventions or MEAs, it is more efficient to use existing regional mechanisms, bodies, and organisations rather than creating new ones.
- UNDP and UNEP's collaboration on BPSP was highly successful in leveraging the diverse strengths of each organisation, where the programme relied on UNEP for expertise and UNDP for gaining national access through UNDP's country offices.

CONCLUSIONS

248. The overview of existing initiatives in capacity building for biodiversity identifies which agencies and agreements are active in what area (table 1, see page 63). Although the overview is inevitably incomplete, it shows that specific issues are well covered, such as conservation of biodiversity, sustainable use, research and monitoring, outreach and public awareness, and legal, financial and institutional issues. UN agencies and conventions focus to a lesser extent on other issues, including biosafety, and access and benefit-sharing. The seeming lack of coverage of the issue of cooperation in table 1 is likely to be an artefact, due to the way the information has been collected.

249. Table 2 (see page 64) provides an overview of existing joint – horizontal - activities of agencies and conventions. There is again a stronger focus on conservation of biodiversity, and on legal, financial and institutional issues, with other issues covered to a lesser extent. Most of these activities refer to joint projects, aiming at achievements on the national and local level, the vertical aspect. This is particularly visible for UNDP and UNEP who both are implementing agencies of the GEF and as such heavily involved in project work.

250. A number of joint projects for capacity building is being carried out jointly by UN and other international agencies within and beyond the biodiversity sector. Some examples that are described in more detail in the previous chapters include the UNU – International Agricultural Research Centers cooperation on diversified uses of indigenous African crops (see paragraph 82); the UNU –UNESCO – International Centre for Agricultural Research in the Dry Areas cooperation on integrating land management in dry areas (see paragraph 87); and the GreenCustoms Project involving CITES, UNEP, the Basel Convention, the World Customs Organization and Interpol (see paragraph 92).

251. It should be noted that in addition to the information provided in table 2, there are numerous examples for cooperation in capacity building between UN agencies/conventions and non-governmental organisations, academia and business. Some of these activities are outlined in the chapter on existing capacity building initiatives.

252. Beyond cooperation on capacity building within specific projects, there are few examples of generic horizontal cooperative frameworks for capacity building for biodiversity, allowing for information exchange between agencies. The joint work programmes or plans between biodiversity-related conventions such as CBD, Convention on Wetlands, CMS and AEWa often carry provisions for joint capacity building activities, for example on the issues of conservation and sustainable use of wetlands or migratory species, or for education and public awareness (see previous chapters for details). These provisions could be further developed to establish cooperative frameworks between the conventions involved. There are, however, currently no overarching frameworks through which UN agencies and conventions could exchange information on capacity building for biodiversity and learn from each other's experiences in that area.

253. Intersectoral cooperative frameworks on capacity building, going beyond the biodiversity sector, are sparse. Examples referred to in the previous chapters are highlighted in table 3 (see page 66). They involve cooperation of the biodiversity (or the wider environment sector, including biodiversity issues) with the development, climate change, desertification, and trade sectors. These are encouraging examples that further efforts for establishing cooperative frameworks might wish to take into account.

254. The chapter on experiences and lessons to share, although inevitably incomplete, provides an idea of the wealth of experience that exists within the UN system. All agencies and conventions involved with biodiversity have accumulated information on how best to undertake capacity

building activities with their clients. This includes a wide range of thematic areas and often refers to the national (regional, local) application of global policies, mechanisms and instruments. These experiences are, without any doubt, of major interest to all UN agencies and MEAs as well as other organisations involved with capacity building.

255. Some agencies have compiled information on their capacity building undertakings¹⁴¹, but generally there is an apparent lack of self-assessment of the efficiency of those activities by agencies.

256. The current activities of the EMG to undertake situation and needs analyses in the area of environmental capacity building, of which this study is a part, mark a first step towards a more systematic approach to UN-wide information sharing on matters related to capacity building. The EMG could establish a permanent mechanism for this information sharing, addressing the following needs:

- Making information on capacity building activities of UN agencies, including experiences such as methodologies, successes and challenges, available on a long-term and intersectoral basis, in the form of, *e.g.*, an internet-based resource library
- Identifying in a more systematic way the existing gaps in capacity building, including areas (geographical and issue-based) that receive inadequate attention
- Enabling interaction of UN agencies to develop partnerships on capacity-building.

257. A UN-wide clearing-house on environmental capacity building would enable agencies to plan and develop capacity building activities in a much more efficient way. The information from other agencies would prevent agencies to repeat ill-defined approaches to capacity building and enable them to build on other agencies' experience that has proven efficient, effective and sustainable.

258. In addition, high-quality information on effective capacity building approaches would enable the development of policies that build on developed capacity by global, regional, national and local stakeholders and thus provide ownership to policy implementation.

¹⁴¹ For example:

UNEP [2002]. *Capacity building for sustainable development: An overview of UNEP environmental capacity development activities*. Nairobi.

UNEP [2004]. *Profile of UNEP Capacity Building and Technology Support Activities*. Nairobi.

Table 1: Comparison of capacity building activities against biodiversity issues

	CBD	CITES	CMS	Ramsar	FAO	UNDP	UNESCO	UNEP	UNIDO	UNITAR	UNU	World Bank	WHO	WHC
Conservation	+	+	+	+	+	+	+	+				+		+
Sustainable use	+	+				+	+	+			+	+		
Biosafety	+				+	+			+		+			
Access & benefit-sharing	+					+					+			
Research & monitoring	+			+		+	+	+			+			
Cooperation	+			+		+								
Outreach & public awareness	+	+	+			+	+	+				+		
Biodiversity & MDGs	+	+				+					+		+	
Legal, financial & institutional issues		+	+			+		+		+	+	+		+

Table 2: Existing cooperative activities for capacity building in the area of biodiversity within the UN system for biodiversity issues

See the table on the next page.

The *abbreviations* refer to the issues under which the information on existing capacity building initiatives is organised:

CON = conservation of biological diversity
SUS = sustainable use of biological diversity
BIO = biosafety
ACC = access to genetic resources and benefit-sharing
RES = research and monitoring
COO = cooperation with stakeholders
OUT = outreach and public awareness
MDG = biodiversity and the Millennium Development Goals
LEG = legal, financial and institutional issues

NOTE: The table has been developed on the basis of the information in the previous chapters only; therefore, readers should refer to the chapter on existing capacity building initiatives for further information.

	<i>CBD</i>	<i>CITES</i>	<i>CMS</i>	<i>Ramsar</i>	<i>FAO</i>	<i>UNDP</i>	<i>UNESCO</i>	<i>UNEP</i>	<i>UNITAR</i>	<i>UNU</i>	<i>World Bank</i>	<i>WHO</i>	<i>WHC</i>	<i>Other UN agencies</i>
<i>CBD</i>	X	CON	CON OUT	CON RES COO			CON OUT	CON RES					CON	COO
<i>CITES</i>	CON	X	CON				CON	CON SUS LEG					CON	SUS LEG
<i>CMS</i>	CON OUT	CON	X	CON			CON	CON					CON	
<i>Ramsar</i>	CON RES COO		CON	X			CON LEG		LEG					
<i>FAO</i>					X			LEG						
<i>UNDP</i>						X	COO	COO MDG LEG		LEG	LEG	MDG		COO
<i>UNESCO</i>	CON OUT	CON	CON	CON LEG		COO	X	CON COO	LEG	SUS			CON	OUT
<i>UNEP</i>	CON RES	CON SUS LEG	CON		LEG	COO MDG LEG	CON COO	X		LEG	LEG	MDG	CON	SUS LEG
<i>UNITAR</i>							LEG		X					
<i>UNU</i>						LEG	SUS	LEG		X				SUS
<i>World Bank</i>						LEG		LEG			X			
<i>WHO</i>						MDG		MDG				X		
<i>WHC</i>							CON	CON					X	
<i>Other UN agencies</i>	COO	SUS LEG				COO	OUT	LEG		SUS				X

Table 3: Examples for intersectoral cooperative frameworks for capacity building within the UN system involving biodiversity issues

For details see the chapter on existing capacity building initiatives.

Sectors	Agencies involved	Description
Biodiversity, climate change, desertification	CBD, UNFCCC, UNCCD	Joint Liaison Group; workshops <i>Synergies among the Rio Conventions</i> (see paragraph 129)
Biodiversity, development	UNDP, with UNESCO, UNU, the Global Water Partnership and others	Capacity Building Network for Integrated Water Resources Management (Cap-Net) (see paragraph 113)
Environment, trade, development	UNEP, UNCTAD, and others	Capacity Building Task Force on Trade, Environment and Development (see paragraph 93)
Environment, development	UNDP, several UN agencies, bi- and multilateral agencies	Poverty – Environment Partnership (see paragraphs 131 and 169)

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ACRONYMS¹⁴²

ABS	Access and Benefit-sharing
AEWA	African-Eurasian Migratory Waterbirds Agreement
BCH	Biosafety Clearing-House
BPSP	Biodiversity Planning Support Programme
CBD	Convention on Biological Diversity
CBO	Community-based organisation
CDI	Capacity Development Initiative
CEECCA	Central and Eastern Europe, Caucasus and Central Asia
CEPA	Communication, Education and Public Awareness
CHM	Clearing-House Mechanism
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
CMS	Convention on Migratory Species
COP	Conference of the Parties
EMG	Environmental Management Group
FAO	Food and Agriculture Organization of the United Nations
GBF	Global Biodiversity Forum
GEF	Global Environment Facility
GEO	Global Environment Outlook
GISP	Global Invasive Species Programme
GM	Genetically modified
GRASP	Great Apes Survival Project
IAS	Invasive alien species
ICRAN	International Coral Reef Action Network
IIED	International Institute for Environment and Development
IMG	Issue Management Group
IOSEA	Indian Ocean – South-East Asian Marine Turtle Memorandum of Understanding
IPGRI	International Plant Genetic Resources Institute
ISP	Intergovernmental Strategic Plan for Technology Support and Capacity Building
IUCN	The World Conservation Union
LMO	Living Modified Organism
MA	Millennium Ecosystem Assessment
MAB	Man and the Biosphere Programme
MDG	Millennium Development Goal
MEA	Multilateral Environmental Agreement
MOP	Meeting of the Parties
NBSAP	National Biodiversity Strategy and Action Plan
NC	National Coordinator
NEPAD	New Partnership for African Development
NGO	Non-governmental organisation
NSC	National Steering Committee
OECD	Organisation for Economic Co-operation and Development
PADELIA	Partnership for the Development of Environmental Laws and Institutions in Africa
PEBLDS	Pan-European Biological and Landscape Diversity Strategy
PRSP	Poverty Reduction Strategy Paper
SABONET	Southern African Botanical Diversity Network
SBI	Subsidiary Body for Implementation
SBSTA	Subsidiary Body for Scientific and Technological Advice
SBSTTA	Subsidiary Body on Scientific, Technical and Technological Advice

¹⁴² This list only covers those acronyms widely used in this study.

SGP	Small Grants Programme
UN	United Nations
UNCCD	United Nations Convention to Combat Desertification
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNEP-WCMC	United Nations Environment Programme World Conservation Monitoring Centre
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNIDO	United Nations Industrial Development Organization
UNITAR	United Nations Institute for Training and Research
UNOPS	United Nations Office for Project Services
UNU	United Nations University
UNU-IAS	United Nations University Institute of Advanced Studies
UNU-INRA	United Nations University Institute for Natural Resources in Africa
WCO	World Customs Organization
WHC	Convention Concerning the Protection of the World Cultural and Natural Heritage (World Heritage Convention)
WHO	World Health Organization
WSSD	World Summit on Sustainable Development
WTO	World Trade Organization
WWF	World Wide Fund for Nature/World Wildlife Fund

ANNEX I

EMG Capacity-Building Questionnaire: Biodiversity Part 1

Part 1: Identification of the issues

The IMG has decided to use an issue-based approach for the capacity-building project. This questionnaire aims to agree on the issues which will provide the framework for assembling the EMG members' existing experience through a later questionnaire (part 2 of the questionnaire).

Below, you find an **indicative** list of issues, clustered under seven headings. Please tick the ones that you find relevant for the project and add issues that are, in your view, missing in the cells provided.

For further information, please see the outline of the study.

ISSUES	Please tick if relevant
a) Conservation of biological diversity	
• Protected areas	
• Species and habitat conservation	
• Conservation of animal and plant genetic resources	
• Alien invasive species	
<u>Additional issues ...</u>	
b) Sustainable use of biological diversity	
• Sustainable use of natural resources	
• Incentive measures	
• Valuation of biological diversity	
• Trade-related issues	
• Access to genetic resources and benefit-sharing	
<u>Additional issues ...</u>	
c) Research and monitoring	
• Scientific research	
• Traditional knowledge	
• Monitoring and indicators	
• Assessments	
• Taxonomy	
<u>Additional issues ...</u>	
d) Cooperation	

• Cooperation with stakeholders	
• Working with local communities	
• Partnerships	
• Cooperation with other agencies and conventions	
<u>Additional issues ...</u>	
e) Outreach and public awareness	
<u>Additional issues ...</u>	
f) Biodiversity and the Millennium Development Goals	
<u>Additional issues ...</u>	
g) Legal, financial and institutional issues	
• Legal frameworks	
• Institutional frameworks	
• Financing for biological diversity	
<u>Additional issues ...</u>	

Additional comments:

ANNEX II

EMG Capacity-Building Questionnaire: Biodiversity Part 2¹⁴³

Part 2: Experience of the EMG members

The purpose of this questionnaire is to collect the experiences of EMG members in the field of capacity building for biodiversity, particularly with cooperation frameworks and partnerships – what are the successes and failures, challenges and best practices that are relevant for other EMG members. Question 1 refers specifically to cooperation frameworks and projects, question 2 to further relevant experiences.

1. What is your organisation's experience in **cooperating with other agencies/organisations** regarding capacity building for biodiversity? Please provide the following information:
 - Cooperating partner(s)
 - Brief description of the cooperation project¹⁴⁴
 - Relevant weblinks
 - Which issue of the following does the cooperation refer to¹⁴⁵:
 - Conservation of biological diversity
 - Sustainable use of biological diversity
 - Access to genetic resources and benefit-sharing
 - Research and monitoring
 - Cooperation
 - Outreach and public awareness
 - Biodiversity and the Millennium Development Goals
 - Legal, financial and institutional issues
 - Your experience (successes, challenges, lessons, best practices, methodologies).
2. What are the experiences – successes, lessons, best practices, methodologies - of your organisation in the area of capacity building for biodiversity, which you think could be useful to share with other members of the EMG. You may want to follow the proposed scheme for question 1 (see above).
3. How do you think the EMG can play a role in addressing the challenges that you have identified, taking into account the needs of your organisation?

¹⁴³ A later revised version of this questionnaire did not refer to the issues but to the GEF operational principles as discussed in the text.

¹⁴⁴ If appropriate, please refer to information already included in the chapter on existing capacity building initiatives.

¹⁴⁵ The Issue Management Group (IMG) has identified those issues to provide a framework for collecting the EMG members' experiences in capacity building for biodiversity. See the outline of the study available at the restricted website for more information. *The issue of biosafety was added to this list at a later stage.*