

**Intergovernmental Science-Policy
Platform on Biodiversity and
Ecosystem Services**Distr.: General
16 December 2014

English only

**Plenary of the Intergovernmental Science-Policy
Platform on Biodiversity and Ecosystem Services
Third session**

Bonn, Germany, 12–17 January 2015

Item 5 (a) of the provisional agenda*

**Initial work programme of the Platform: task
forces on capacity-building, knowledge and data
(including data and management plan/system) and
indigenous and local knowledge systems****Update on the work of the task force on capacity-building
(deliverables 1 (a) and 1 (b))****Note by the secretariat**

In its decision IPBES-2/5, the Plenary of the Intergovernmental Science-Policy Platform on Biodiversity and Ecosystem Services established a task force on capacity-building for the period 2014–2018. Terms of reference for the task force were set out in annex II to the decision. The primary purpose of the task force was to support the achievement of deliverables 1 (a) and 1 (b) of the work programme for the period 2014–2018 in a manner that would support the implementation of the whole work programme. Information on the activities of the task force, together with material prepared for the consideration of the Plenary at its request, is set out in the note by the secretariat on the outcome of the task force on capacity-building (IPBES/3/3). The annex to the present note provides further information on a number of activities being carried out by the task force in addressing its mandate. It is presented without formal editing.

* IPBES/3/1.

Annex

Task force on capacity-building

I. Membership of the task force

1. The terms of reference for the task force specify that it will comprise two Bureau members and three members of the Multidisciplinary Expert Panel, between them covering the five United Nations regions, and up to 20 additional experts on capacity-building selected according to the Rules of Procedure. Governments and other relevant stakeholders submitted 89 nominations for the Task Force on Capacity-building. The selection process involved members of the Bureau and Multidisciplinary Expert Panel together reviewing all nominations that had been submitted, based on examination of nomination templates and curriculum vitae for each nominee. Selections were made on the basis of excellence and relevance of candidates' expertise with respect to relevant areas of the work programme. Once selected on merit, further selection was focused on balancing disciplinary, regional and gender diversity, as well as sectorial aspects (i.e. government and stakeholder nominations).

2. Membership of the task force was agreed by the Bureau and Multidisciplinary Expert Panel as follows, and all those invited to be members of the task force accepted:

Ivar Baste (Norway) – Bureau member and task force co-chair

Zakri Abdul Hamid (Malaysia) – Bureau member and task force co-chair

Yousef Al-Hafedh (Saudi Arabia) – Member of the Multidisciplinary Expert Panel

Sebsebe Demissew (Ethiopia) – Member of the Multidisciplinary Expert Panel

Floyd Homer (Trinidad and Tobago) – Member of the Multidisciplinary Expert Panel

Carlos Joly (Brazil) – Member of the Multidisciplinary Expert Panel

György Pataki (Hungary) – Member of the Multidisciplinary Expert Panel

Vinod Mathur (India) – Member of the Multidisciplinary Expert Panel

Rashad Allahverdiyev (Azerbaijan; nominated by Azerbaijan)

Clarissa Arida (Philippines, nominated by the Association of Southeast Asian Nations (ASEAN) Centre for Biodiversity)

Tesfaye Awas Feye (Ethiopia, nominated by Ethiopia)

Györgyi Bela (Hungary, nominated by Hungary)

Nelio Bizzo (Brazil, nominated by Brazil)

Prudence Galega (Cameroon, nominated by Cameroon)

Rob J.J. Hendriks (Netherlands, nominated by the Netherlands)

Gladys Hernández (Cuba, nominated by Cuba)

Robert Kasisi (Canada, nominated by Canada)

Jin-Han Kim (Republic of Korea, nominated by Republic of Korea)

Zane Libiete (Latvia, nominated by Latvia)

Selim Louafi (France, nominated by France)

Vinod Mathur (India, nominated by India)

Carmel Mbizvo (South Africa, nominated by South Africa)

Pamela Muehlmann (Germany, nominated by Local Governments for Sustainability (ICLEI))

Wendy Nelson (New Zealand, nominated by New Zealand)

Ana Travizi (Croatia, nominated by Croatia)

Natalia Zamora (Costa Rica, nominated by Costa Rica)

3. In accordance with the terms of reference for the task force, the co-chairs also invited the following resource persons to participate in the meetings of the task force, following consultation with the Bureau.

(a) Caroline Petersen from the United Nations Development Programme participated in the first meeting, while Jessie Mee and Solène Le Doze-Turvill participated in the second.

(b) Osamu Saito from the United Nations University Institute for the Advanced Study of Sustainability participated in the first meeting, but was unfortunately unable to participate in the second.

(c) Charles Besançon from the Secretariat of the Convention on Biological Diversity participated in the second meeting, but unfortunately the secretariat was unable to participate in the first meeting.

(d) Richard Byron-Cox from the Secretariat of the United Nations Convention to Combat Desertification participated in the second meeting.

(e) Achim Halpaap of the United Nations Institute for Training and Research was invited to participate in both meetings but was unfortunately unable to do so.

4. The work of the task force has been supported by staff of the Norwegian Environment Agency and the United Nations Environment Programme World Conservation Monitoring Centre. In addition a number of individuals and organizations have been invited to participate in task force meetings as resource persons for addressing particular areas of work. These include the United Nations Development Programme, the United Nations Institute for Training and Research, the United Nations University Institute for the Advanced Study of Sustainability, and the secretariats of the Convention on Biological Diversity and the United Nations Convention to Combat Desertification.

II. Meetings of the task force

5. The first meeting of the task force took place in Trondheim, Norway from 21-23 May 2014, with 21 of the 25 members of the task force able to participate. The meeting was hosted by the Norwegian Environment Agency, and additional support was provided by the Government of Norway. Participants reviewed their terms of reference and the requests directed to them by the Plenary, and discussed the work of the task force and what it needed to achieve under four streams of work. A mix of plenary and group work developed ideas further under each stream of work, and an action plan was developed for developing proposals and plans further intersessionally. The four streams of work are:

- (a) identifying and prioritizing capacity-building needs;
- (b) fellowship, exchange and training programmes;
- (c) addressing priority capacity-building needs; and
- (d) facilitating science-policy networks, platforms and centres of expertise.

6. The second meeting of the task force took place in São Paulo, Brazil from 17-19 September 2014, with 16 of the 25 members of the task force able to participate. The meeting was hosted by the State of Sao Paulo Research Foundation, and additional support was provided by the Governments of Brazil and Norway. Participants primarily focused on five of the documents under development relating to capacity-building:

- (a) draft list of priority capacity-building needs (submitted to the Plenary in IPBES/3/3, Annex I);
- (b) material on capacity-building to be included in the Guide for Assessments (submitted to the Plenary as IPBES/3/INF/4);
- (c) draft programme on fellowships, exchange and training (submitted to the Plenary in IPBES/3/3, Annex II);
- (d) proposals for development of the matchmaking facility and the forum (see below); and
- (e) proposal for convening a set of regional dialogues to help build the capacity needed for delivery of the IPBES regional assessments (see below).

7. In addition the task force convened the “São Paulo Dialogue” meeting in Brazil from 15-16 September 2014. The meeting was hosted by the State of Sao Paulo Research Foundation, and additional support was provided by the Governments of Brazil and Norway. The primary focus of the meeting was “matching capacity-building needs with resources”. Participation included eight task force members, and a number of prominent individuals in relevant fields including representatives of matchmaking initiatives from two of the multilateral environmental agreements, the Convention on Biological Diversity and the United Nations Convention to Combat Desertification. The meeting was co-chaired by Ivar Baste (co-chair of the task force) and Carlos Joly (co-chair of the Multidisciplinary Expert Panel). The report of the meeting is now available (see below), but there was also direct input from the dialogue to the second meeting of the task force.

III. Progress in addressing the task force terms of reference

8. To augment the information provided in IPBES/3/3, further information is provided in annexes to this information document on work in progress. Feedback is welcome, and should be provided to the technical support unit for the task force, via the Secretariat.

Annex I Report of the São Paulo Dialogue Biodiversity, ecosystem services and human wellbeing: Matching capacity-building needs with resources (page 5 of this document)

Annex II Discussion paper on development of the proposed IPBES Matchmaking Facility (page 15 of this document)

Annex III Discussion paper on preparation for the IPBES Capacity-building Forum (page 18 of this document)

Annex IV Concept note on regional capacity-building dialogues to help build capacity needed for delivery of the IPBES regional assessments (page 21 of this document)

9. In addition to this the task force and its technical support unit are beginning to plan for pilot projects relating to future implementation of the programme on fellowships, exchange and training. This includes liaising with the ongoing thematic and methodological assessments to identify ways in which pilot projects could support their work and its future use.

Annex I

Report of the São Paulo Dialogue *Biodiversity, ecosystem services and human wellbeing: Matching capacity-building needs with resources*

The following is the report of the São Paulo Dialogue Biodiversity, ecosystem services and human wellbeing – Matching capacity-building needs with resources which took place in Sao Paulo, Brazil from 15-16 September 2014.

Introduction

1. The São Paulo Dialogue was an initiative of the IPBES Task Force on Capacity-building, planned by members of the task force and its Technical Support Unit and approved by the IPBES Bureau and Multidisciplinary Expert Panel (MEP) as an intersessional activity of IPBES. The dialogue was supported by the Governments of Norway and Brazil, and by State of São Paulo Research Foundation (FAPESP) through the Biota Program.
2. The objective of the dialogue was to solicit ideas and advice on how IPBES might go about developing a “matchmaking facility” for bringing those who have capacity-building needs (whether financial or technical) together with those who can help address those needs. Such ideas and advice will also be relevant in reporting to the third IPBES Plenary and in planning the IPBES Capacity-building Forum. The agenda for the meeting can be found in Appendix 1.
3. Participants, deliberately selected to cover a range of interests and sectors, were provided a discussion paper which set the essential context and provided some ideas for discussion. This was supplemented by inviting a number of participants to make brief presentations to “kick start” discussion. The text below is taken directly from the discussions themselves, and the list of participants can be found in Appendix 2.
4. Participants were encouraged to explore the matters in question from different angles and “think outside the box”, helping to identify new approaches rather than repeating the same model unthinkingly. At the time several deliverables under the IPBES work programme were still in the early stages of implementation, and it was recognised that intergovernmental considerations on how these deliverables can best be achieved could benefit from deliberations such as the current dialogue.

Context

5. IPBES aims to strengthen the science policy interface for biodiversity and ecosystem services and thereby contribute to long term human wellbeing and sustainable development. An essential part of this will be sustainably building capacity at the science-policy interface.
6. One key challenge in building capacity is to find effective ways to sustainably address the current asymmetries in the ability to engage in science-policy interface processes such as assessment, development of policy support tools and knowledge generation.
7. In addressing capacity-building it is important to reach out to different stakeholders across multiple sectors, in order to communicate to them how biodiversity and ecosystem services contribute to human wellbeing. However it is also important to establish a dialogue with those sectors whereby IPBES also can learn from their different experiences.
8. New institutional initiatives may be necessary, but improved networking and cooperation are essential to making the most effective use of what already exists. This may require investment, innovation, and exploration of how missions, objectives and business plans between potential partners best can be aligned.

Learning from existing initiatives

9. Matchmaking facilities of one form or another have been developed and implemented by a number of other organizations, and IPBES can learn from their experience. Activities undertaken by existing ‘matchmaking’ approaches include:
 - (a) Creating and building partnerships between donors and those who have particular needs which require financial support.

(b) Providing technical support and advice to help in development of proposals for funding, including helping to ensure it aligns with donor interests.

(c) Helping to convene national recipient roundtable meetings to ensure alignment within the country before any proposal is taken to donors.

(d) Helping to convene donor roundtables meetings to bring together those who have projects needing supporting, and existing and potential donors, including the necessary preparatory work.

(e) Stimulating expression of interest submissions, aligned with national planning and relevant to the interests of the process sponsoring the matchmaking.

(f) Advertising offers and opportunities for support online in areas such as volunteers, internships, training and partnerships.

(g) Developing a cadre of ambassadors through engagement such as internships, training, presentations to students to spread knowledge about the tools and approaches available.

10. One additional point is that inviting providers to focus on a specific theme can directly and indirectly over time help raise the profile of the needs associated with the theme. This point may be considered as the Task Force prepares for the Capacity-building Forum.

11. Challenges and lessons learned from existing matchmaking approaches related to the one IPBES is planning, indicate that an IPBES initiative may want to:

- benefit from alignment with existing processes used by potential donors, providers and recipients
- be designed so as not to raise expectations beyond the capacity to meet demands
- consider the need for sustainability of funding for management and delivery
- focus on technical and process needs, as well as on financial needs
- have a degree of active management, and not rely on an online clearing house alone
- provide a means to bring people together both virtually and in reality
- address the fact that some potential recipients may need help in expressing their needs
- be demand-driven, addressing the priority needs of experts, institutions, countries and regions
- embrace the need for careful planning based on identified needs and responses
- recognize that much can be done to develop/deliver capacity-building through in kind support
- consider approaches that engage and involve the community
- recognize that language barriers exist
- begin small and expand over time through an iterative and modular process

12. In addition to this, experiences from commercial arenas, might warrant further exploration. For example online marketing through alibaba (www.alibaba.com) demonstrates extensive experience of bringing together those who want to offer something with those who want to buy it.

13. Gaining clarity on priority capacity-building needs is essential and urgent. There are so many capacity-building needs in the environment and development arena, and IPBES efforts risk being a failure unless the matchmaking facility focuses on the specific contribution that IPBES can and should make.

14. It is also essential that IPBES focuses on capacity-building activities that respond to real demands and the challenges in meeting such demands. This may necessitate increased attention to understanding why some countries and/or organizations have not had their needs met in the past. This may also include recognising and addressing needs relevant to (and focused on) specific regions and sub-regions, or even nations. Furthermore, this may also involve the need to recognise who the key actors are with respect to each of the different needs (which may also vary from one location to another).

15. One obvious lesson is that communication about the matchmaking facility is essential in order to ensure awareness of what the facility is, where to find it, and what it can do for users. One way of doing this is through the IPBES National Focal Points, but it was noted that as of yet there is not an IPBES focal point in place in each country, nor terms of reference for such focal points.

16. However, additional communication through networks was seen as an essential addition to communicating through national focal points. Reaching out through personal and professional networks of like-minded interest groups and individuals, including both national and regional networks, would spread the message and lead to involvement of many more people.

17. Part of the communication challenge is to convince people that they are helping themselves by engaging with the matchmaking facility. Follow ups aimed at picking up on those that do not respond the first time round is recommended. Communication-related issues are addressed further below.

Addressing sustainability in capacity-building

18. Key issues in building sustainability with direct relevance to IPBES and the matchmaking facility include:

(a) The need to consider integrated actions across all three recognised capacity-building approaches, those addressing the capacity-building needs of individuals, those addressing the capacity-building needs of institutions, and those addressing the enabling environment.

(b) Establishing processes to evaluate the impact of interventions, for example through the use of a scorecard approach.

(c) Providing a combination of approaches, including targeted technical support and facilitating collaborative engagement, through engagement with communities of practice.

(d) Promoting dialogue amongst policymakers, practitioners and knowledge holders, and promoting the sharing of experience and building of relationships.

19. Key to long term sustainability of capacity-building efforts will be:

- how to deal with the existing legal and policy frameworks and modify them
- policy integration, and mainstreaming into the work of other sectors
- engaging and involving all key stakeholders
- political and economic commitment
- addressing biodiversity and ecosystem services through different cultural systems
- building the capacity of institutions
- network and information exchange systems
- careful understanding of the purpose of training and other capacity-building
- identifying the benefit of capacity-building and who it reaches, and ease of accessing the benefit
- focusing on the ultimate needs, and not on symptoms of that need
- capacity-building activities using engagement and involvement, rather than just consultation
- finding ways to get the convicted to become the missionary, so that effort is perpetuated
- increasing understanding in broader society of the need for improved capacity

20. The approach, and the ways in which delivery mechanisms are planned is an important consideration, for example:

(a) Design of workshops is critical and needs more careful attention than is often the case. In part this is because it is not appreciated that different users have different backgrounds and strategies to learning. Presentations could, for instance, be complemented by or substituted with activities which facilitate learning by doing).

(b) Training of trainers is an often promoted and used approach, but this is most efficient if it is an ongoing process gradually building the experience of trainers, and focusing on institutions as well as individuals. Such programmes need very careful design by those who understand training. It is important not only to provide those trained to be trainers with knowledge of the subject at hand, but also with the necessary training skills.

(c) Effective ways of engagement with government committees and national focal points, could be explored so as to ensure legitimacy, and so as to increase government engagement. Such approaches could be complemented by approaches which attempt to reach out to national stakeholders more broadly such as through ongoing assessment processes. In both cases it is important to build on and stimulate experience, dedication and passion for learning.

(d) It may be necessary to provide technical support to countries and organizations for the identification and expression of needs and for the development of project proposals as a way of facilitating access to new resources.

(e) Much of the above could be supplemented by the development of a toolkit for capacity-building which might be used as a basis for workshops, would provide a resource for trainers, or indeed could be used by anyone. This would draw on a range of other IPBES activities.

21. Collaboration between the public and private sectors can offer new opportunities. This could include improved approaches to: sharing experience, improved knowledge management, benchmarking and use of socio-environmental indicators. If these are all addressed, this may help move the capacity-building agenda forward. However, collaboration across sectors and disciplines requires a common language and understanding, and this can be facilitated through education and communication.

22. Both within the private and public sector there is a tendency to reach out to the larger organizations, but in many cases there are more people working in the smaller organizations combined, and considerations on how to reach them may be time well spent.

23. There is also merit in considering engagement with other processes, and in particular to explore how IPBES language, approaches and activities relate to National Biodiversity Strategies and Action Plans (NBSAPs), and the ongoing deliberations on the establishment of Sustainable Development Goals (SDGs) and their subsequent follow up. Such links and connections can help facilitate that IPBES capacity-building is anchored also in a wider set of processes and thus serve as a stepping stone towards enhanced sustainability.

24. Perhaps not as high profile, but potentially more significant is exploration of opportunities to encourage the establishment of processes for passing on knowledge, some of which can be as simple as ensuring those participating in key meetings and training opportunities pass on their experiences to colleagues. Routines, traditions and procedures can be encouraged for helping to ensure this.

Effectively building on the existing landscape

25. Given the breadth of the existing landscape, and the range of different types of organizations with which IPBES could be working, and which could be brought together through matchmaking and other approaches, it is important to consider which specific types of institutions or processes should be prioritized, particularly at the start. This might include in the first instance:

- focusing on people and institutions that already have proven experience and know-how
- encouraging south-south cooperation
- promoting those public and private “centres of excellence” already working in this area
- working with existing regional partnerships and networks

26. For the same reasons it is also important to consider what is the most appropriate approach for building on the work of different institutions and processes so that IPBES is seen to be fair and consistent in the way in which it is working. This should certainly be based on a clear process, and might include:

- finalising the definition of priority needs (recognising that this is a Plenary decision)
- using this as a basis for making a preliminary identification (or mapping) of relevant institutions
- making a call for expressions of interest and in kind support in addressing needs based on these
- organizing regional meetings to encourage and build regional participatory processes
- evaluating technical capacity and credibility of identified institutions
- building further collaboration through a light arrangement rather than more formal structures
- ensuring that everything is based on a clear purpose with understood objectives and deliverables

27. Much of the above is about engaging those who already have an understanding of and interest in IPBES. However it is also recommended to reach out more broadly. In so doing it is advisable to try to understand the objectives of different players as the co-alignment of objectives is an effective entry point to lasting partnerships. Such an approach would allow an IPBES matchmaking facility to tap into existing initiatives and processes rather than spending resources on convincing others to change. The

process itself may increase leverage and promote engagement, and significantly increase support for capacity-building under IPBES.

28. As an example of a broader engagement it was recognised that there is plenty of room for practical interaction between the private sector and IPBES, including for example through the following:

(a) In order to operate effectively companies need appropriate policy and legislative frameworks. Much of the mineral resources in developed countries have already been worked, and new opportunities may be opening up where policies and legal frameworks are currently not fully attuned to such activities. This may provide opportunities for collaboration in building the knowledge necessary for developing and supporting the application of appropriate policies and legislative frameworks.

(b) Many companies carry out or commission research relevant to their interests and activities, but which is also relevant to the interests of others. It is potentially valuable to explore such opportunities further so as to identify opportunities for both to gain.

(c) Companies need credible data, information and knowledge in order to consider their own impacts and future business strategies, and it is therefore in their interests to contribute to increased access to existing data, information and knowledge both so that they can use what is available, and then so that they can later make their own data, information and knowledge available to others.

(d) Companies actively seek to comply with standards, and are increasingly reporting on their environmental performance. This needs data and information, and also wherever possible standard indicators and approaches. These bring potential opportunities for generation and use of data, information and knowledge, and may require capacity-building in using them.

(e) Ways of “recognising” companies that support IPBES activities, or follow particular guidance, or report and provide data and information in particular ways could be explored, and so on (while also recognising that some companies are already beginning to provide support either directly or indirectly).

(f) Finally there are potentially opportunities for working with Industry associations in order to reach out to a range of companies, and also to promote standard approaches.

Making the essential connections

29. It is important to recognise that real matchmaking is about bringing people together, which brings about a need to focus on why individuals would want to be involved. This means that IPBES may want to think carefully about how to:

- reach the most appropriate individuals
- address the interests of individuals
- develop approaches that interest and reach out to individuals
- understand and respect national and regional realities
- ensure responsiveness to demand

30. Capacity-building is essentially about building relationships, and consideration needs to be given to the challenges in building relationships that are likely to be experienced both in developing capacity-building networks, and in matchmaking. Such challenges include:

- building relationships that are of mutual benefit
- finding ways to balance diverse needs and aspirations
- reaching the right individuals
- leading without dictating
- managing expectations
- building and managing relationships that are often diverse and complex
- respecting national and regional realities
- adapting to local cultures and techniques
- dealing with the logistics and communication difficulties endemic in some areas
- measuring impacts and reporting results
- replicating solutions

31. Drawing on this, when building relationships consideration to the following types of issues generally helps ensure effective, sustainable relationships:
- “unlocking” existing capacity which can be built upon
 - identifying an inspiring vision and aligning interests and objectives
 - only opening doors you are ready to go through
 - joint development of solutions, activities and workplans
 - means for ensuring transparency in relationships
 - actively working on maintaining relationships
 - focusing on both infrastructure and people
 - defining long-term aims and results, so that actions are strategic in approach
 - considering how the connections and relationships will be maintained
 - establishing clearly defined roles and responsibilities
32. Discussion on lessons in building relationships also included recognition of the importance of:
- identifying and responding to key needs that align with government development agendas
 - recognising the value of providing an independent “honest broker” facilitation role
 - “walking the talk” by visiting all key institutions to identify future champions
 - establishing and maintaining person-to-person connections through “learning by doing”
 - using newsletters, reports, social media, annual review meetings in informing and raising profile
 - applying gentle peer pressure
 - thinking big, but starting small
 - providing seed funding for cooperative projects.
33. In addition the following observations were made on lessons learned from Africa, that may also be relevant elsewhere in the world:
- “strategic opportunism”, allowing flexible response to real world situations
 - matching of unexpected opportunities within a strategic framework, to realise a shared vision
 - finding “keystone individuals” to lead change
 - using cooperative, multi-stakeholder approaches
 - getting small things done on the ground
 - being long-lived and patient!

Communication and sensitization

34. Success for IPBES on capacity-building depends on communicating with potential partners, donors and those that can provide technical support, in ways that encourage them to engage. Building relationships is about effective communication, and effective communication is essential in building relationships. In doing this it is important to understand the values, concerns and priorities of others, and focus on aligning values, and on identifying and meeting mutual aims and objectives.
35. Effective techniques for communicating vary from one “target audience” to another, and therefore approaches need to be carefully targeted. With this point in mind, forms of interaction might potentially include:
- making identified motivations relevant and attractive in communication messages
 - using commitments as a lever for support and delivery
 - making effective use of personal relationships and networks
 - using social normative influence (“many people...”)
 - encouraging competition and behavioural showcasing (“nobody has ever turned us down...”)
 - go against conventional wisdom to encourage innovative approaches
 - encourage ownership and empowerment
 - identify and remove or deal with barriers to action through effective communication
 - build in reciprocity, communicating the message that “here is what we are offering you”
 - use social networks and action role modelling
36. Sustainability of engagement is important, as recruitment of target audience members is easier than their retention. As a result, communication is most effective if it is an ongoing process that is flexible and adaptive to changing interests over time.

37. This discussion is relevant not only to the work of the IPBES Task Force on Capacity-building, but is also relevant more broadly to the work of IPBES. This input should therefore be considered in the context of broader discussion on the draft IPBES Communication and Outreach Strategy and draft IPBES Stakeholder Engagement Strategy.

38. Many of the techniques for communication identified above could be used in preparation for the Forum, so that by the time of the Forum IPBES is in a position to actually establish and/or launch the many relationships that will help build capacity. This is consistent with the expectation that the capacity-building Forum would be participatory, with all participants engaging actively.

39. One further point is the importance of avoiding negative or confusing messaging. For example, the use of the term “centre of excellence” may be problematic because it could be taken to imply that there are other centres that are not excellent.

Other issues

40. Many issues were covered during the dialogue, although perhaps not in the level of detail that might have been wished at times. Much of this implies next steps that might be taken by the task force in its work. Participants were also asked to identify other issues that needed to be considered, or where significantly more thinking might be required. These included the following:

- form and functionality of the online representation/tool(s) of the matchmaking facility
- sustainability of the facility with respect to the time and effort needed to make it work
- steps to be taken in preparing for the Forum
- more thorough consideration of lessons that can be learnt from existing initiatives
- development of a clear goal and purpose for capacity-building on which a strategy can be based
- learning through pilot approaches, while developing more complete strategies and plans
- continue to consider the approaches being proposed so as to ensure these are the correct ones
- development of a business model for the facility addressing the needs of major stakeholders
- clear identification and justification of priorities for capacity-building
- increased understanding of needs and context, so that responses can be tailored
- identification of concrete actions for delivering capacity-building to address identified priorities
- consideration of the technologies that potential users have access to in identifying actions
- understanding of potential difficulties caused by limited access to key technologies
- necessity of building in an ongoing review of who is using the facility, and in order to do what
- developing guidelines, framework and criteria within which to act in delivering support
- using language, communication and approaches welcoming to those from other communities

41. It was also recognised that there was a need to draw on and build on the work of the two IPBES task forces addressing indigenous and local knowledge, and knowledge and data. In each case the guidance provided, and relationships developed, will be relevant to capacity-building.

42. During the Dialogue, and again in the closing stages it was suggested that IPBES and the Task Force should not shy away from challenging itself, being prepared for change, and embracing new opportunities and approaches. It was a widely held view that there is a need to rethink approaches, and it was stressed that it was important to adopt “cautious flexibility” as a principle to follow.

Next steps

43. Although the meeting has explored a wide range of issues from a number of different perspectives, its discussions will certainly assist the task force. The direction in which thinking is going is that the capacity-building efforts initially could be homed in on the following focal areas, as supported by both the IPBES Capacity-building Forum and potential regional dialogues:

(a) Focusing on the ability to participate in IPBES deliverables, primarily addressed through the proposed fellowship, exchange and training programme, with the priority placed on the IPBES regional assessments and potentially other activities. This would be supported by the IPBES Trust Fund, but would also seek opportunities for cooperation through the Matchmaking Facility.

(b) Focusing on enhancing the capacity to undertake and use national assessments of biodiversity and ecosystem services, helping to support development of proposals based on expressions of interest. This would be facilitated by the IPBES Trust Fund, but would be more focused on seeking support through the Matchmaking facility.

(c) Focusing on the development and implementation of pilot projects, with support for the development of proposals based on expressions of interest. These would be facilitated by the IPBES Trust Fund and supported by the Matchmaking facility. These might in particular address the following:

- development and customization of policy support tools
- use of indigenous and local knowledge (based on recommendations of the task force)
- access to and generation of data, information and knowledge
- communication and outreach

44. Further development of these approaches will be the responsibility of the Task Force, but participants in the São Paulo Dialogue expressed a willingness to continue to be involved.

Appendix 1 – Agenda

Day 1 - Monday 15 th September
<p>Welcome (Chair, Carlos Joly)</p> <ul style="list-style-type: none"> • Welcome to the meeting on behalf of FAPESP and IPBES <ul style="list-style-type: none"> - Celso Lafer, President of FAPESP - Ivar Baste, IPBES Bureau and co-chair of the IPBES Task Force on Capacity-building - Carlos Joly, co-chair of the IPBES Multidisciplinary Expert Panel and Task Force member • <i>Tour de table</i> to introduce participants to each other
<p>Introduction to IPBES (Chair, Carlos Joly)</p> <ul style="list-style-type: none"> • IPBES Work Programme (Jerry Harrison) • IPBES Task Force on Capacity-building (Jerry Harrison) • Opportunity for questions/answers
<p>IPBES as a vehicle for reaching social tipping points towards sustainability (Chair, Carlos Joly)</p> <ul style="list-style-type: none"> • Keynote Presentation by Ivar Baste • Discussion
<p>Objectives of the meeting (Chair, Carlos Joly)</p> <ul style="list-style-type: none"> • Introduction to meeting objectives and working arrangements (Carlos Joly) • Questions/answers
<p>Understanding capacity-building needs in the context of IPBES (Chair, Ivar Baste)</p> <ul style="list-style-type: none"> • Identifying and prioritizing capacity-building needs and opportunities (Jerry Harrison) • Initial ideas for matchmaking facility and forum (Jerry Harrison) • Experiences from related initiatives <ul style="list-style-type: none"> - Charles Besançon, CBD LifeWeb Initiative - Richard Byron-Cox, UNCCD Capacity-building Market Place • Facilitated discussion
<p>How can we help ensure that capacity-building is sustainable? (Chair, Carlos Joly)</p> <ul style="list-style-type: none"> • Brief introduction to the issue based on the background document (Nina Vik] • “Kick start” presentations <ul style="list-style-type: none"> - Jessie Mee, UNDP - Floyd Homer, Trinidad and Tobago • Facilitated discussion
<p>How can we effectively build on what is already there? (Chair, Ivar Baste)</p> <ul style="list-style-type: none"> • Brief introduction to the issue based on the background document (Jerry Harrison) • “Kick start” presentations <ul style="list-style-type: none"> - Luiz Mello, Vale de Rio Doce - Natalia Zamora, Costa Rica • Facilitated discussion

Day 2 – Tuesday 16 th September
<p>How can we make the connections that will build capacity? (Chair, Carlos Joly)</p> <ul style="list-style-type: none"> • Brief introduction to the issue based on the background document (Nina Vik) • “Kick start” presentations <ul style="list-style-type: none"> – Gerson Valenca, Natura – Brian Huntley, South Africa • Facilitated discussion
<p>How do we use communication and sensitization to prepare the ground? (Chair, Ivar Baste)</p> <ul style="list-style-type: none"> • Brief introduction to the issue based on the background document (Jerry Harrison) • “Kick start” presentations <ul style="list-style-type: none"> – Luiz Merico, IUCN – Stanely Asah, University of Washington • Facilitated discussion
<p>Identifying key issues not yet addressed (Chair, Carlos Joly)</p> <ul style="list-style-type: none"> • Reminder of the key issues discussed so far (Jerry Harrison/Nina Vik) • “Kick start” presentation on possible missing issues <ul style="list-style-type: none"> – Rob Hendriks, Netherlands • Facilitated discussion • Possible <i>tour de table</i> to see whether anyone has other issues to contribute
<p>Wrap up and next steps (Chair, Ivar Baste)</p> <ul style="list-style-type: none"> • Summary of advice provided by the meeting through discussions (Jerry Harrison/Nina Vik) • Discussion of the summary, and identification of any missing issues • Identification of next steps
<p>Closing of the meeting (Chair, Ivar Baste)</p> <ul style="list-style-type: none"> • Final remarks from the meeting co-chairs • Opportunity for feedback and comment from participants

Appendix 2 – List of participants

Invited experts

Brian Huntley, former Chief Executive of the South African National Biodiversity Institute

Celso Lafer, President of FAPESP

Charles Besançon, Secretariat of the Convention on Biological Diversity

Gerson Valença Pinto, Vice President for Innovation, Natura

Jessie Mee, United Nations Development Programme

Luiz Mello, Director of Technology and Innovation, Vale

Luiz Fernando Krieger Merico, International Union for Conservation of Nature

Pedro Luiz Barreiro Passos, Board of Directors and company co-founder, Natura

Richard Byron-Cox, Secretariat of the United Nations Convention to Combat Desertification

Stanley Asah, University of Washington

Members of the IPBES Task Force on Capacity-building

Ana Travizi (Croatia)

Carlos Joly (Brazil), also co-chair of the IPBES Multidisciplinary Expert Panel

Clarissa Arida (Philippines)

Floyd Homer (Trinidad and Tobago), also a member of the IPBES Multidisciplinary Expert Panel

Gladys Hernández (Cuba)

Ivar Baste (Norway), co-chair of the task force and also a member of the IPBES Bureau

Natalia Zamora (Costa Rica)

Nelio Bizzo (Brazil)

Rashad Allahverdi (Azerbaijan)

Rob J.J. Hendriks (Netherlands)

Robert Kasisi (Canada and Zaïre)

Support

Jerry Harrison (UNEP-WCMC), IPBES Secretariat, Capacity-building Technical Support Unit

Nina Vik (Norwegian Environment Agency), IPBES Capacity-building Technical Support Unit

Roberta Barbosa Sales Miniuchi (FAPESP Communication and Event Department)

Solène Le Doze-Turvill (UNDP), BES-Net initiative

Vera Sirin (FAPESP Communication and Event Department)

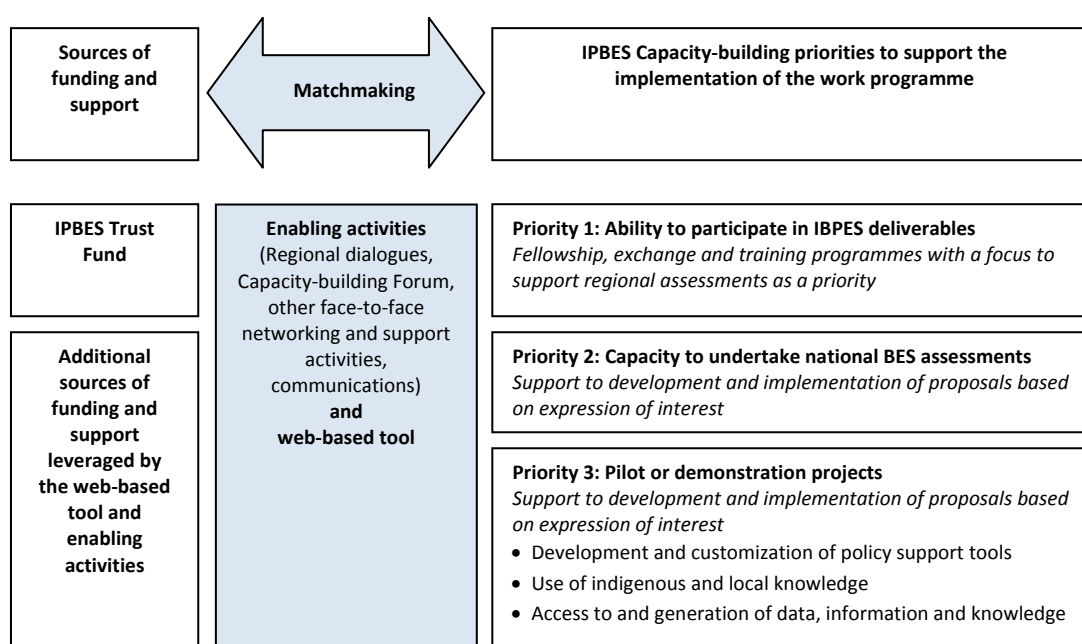
Annex II

Discussion paper on development of the proposed IPBES Matchmaking Facility

The following is a work in progress, and the task force would welcome any feedback. This should be directed to the Capacity-building Technical Support Unit through the IPBES Secretariat.

Introduction

1. The intended aim of the IPBES Matchmaking Facility is to facilitate contact between those who need financial or technical support, and those in a position to provide it, thereby promoting and facilitating an exchange of information, knowledge or other resources, including financial, between providers and potential recipients. The intention is to provide an efficient user-driven process that is people-oriented, and avoids cumbersome bureaucracy. At the same time it will aim to give donors the possibility of full engagement in the process, as well as appropriate acknowledgment.
2. Following discussions at the first meeting of the task force and at the São Paulo Dialogue, the task force proposes to develop and test a prototype Matchmaking Facility that includes both a web-platform and enabling activities. The intention is to learn from the operation of the prototype and then step by step and over time build up a matchmaking facility in a modular fashion. Enabling activities in the prototype is envisaged to include regional dialogues, capacity-building forums, donor roundtables for specific projects or initiatives, as well as other networking and communication activities. When targeting the private sector, it is proposed that IPBES secures the support of a business engagement advisor and communicator to design appropriate strategies and messaging and of professional facilitators with appropriate language skills to support the regional dialogues. The online element would support management of the matchmaking efforts and visibility.
3. The combination of these activities would support the allocation of IPBES Trust Fund budget and leverage additional technical and financial resources for the priority capacity-building needs identified by the Plenary to ensure the implementation of the work programme. The graphic below outlines the proposed overall structure of the prototype Matchmaking Facility and links between the web-based and enabling activities. Priority capacity-building needs referred to below reflects proposals tabled in document IPBES/3/3 for consideration by the third meeting of the IPBES Plenary and will be aligned with the outcome of the deliberations by the Plenary. More work is needed to refine the way each component of the Matchmaking Facility will operate and it is anticipated that more detailed proposals will be developed.



Addressing Priority 1: ability to participate in IPBES deliverables

4. For fellowships, an online module would be developed to support matchmaking between aspiring fellows and IPBES (funded through the Trust Fund). It could also help to leverage additional funding for fellows who were not selected for IPBES support through the face-to-face activities of the Matchmaking Facility (Regional Dialogues, Capacity-building Forum etc.).

5. The application process would be advertised and managed on line with the submission of applications forms by aspiring fellows. A web-master would ensure that the online forms are duly completed before compiling applications and submitting them for validation and selection to the relevant IPBES bodies and the Technical Support Unit for Capacity-building. Public profiles for selected fellows would be available online showing that they have been funded by IPBES. IPBES bodies and the TSU could advise on a second-tier list of aspiring fellows for whom public profiles would also be available online, but their funding status would show as “looking for funding”. Face-to-face enabling activities could support leveraging additional resources for those.

6. This could work in the same fashion as the “fellowship” component of the Capacity-building Marketplace of the United Nations Convention to Combat Desertification, which can be found online at www.unccd.int/en/programmes/Capacitybuilding/CBW/marketplace/Pages/default.aspx.

Addressing Priority 2: capacity to undertake and use national assessments

7. The IPBES Trust fund would not fund national assessments but would catalyze, support and help to find funds for the development and implementation of national ecosystem assessments through the enabling activities of the Matchmaking Facility. These would include:

(a) providing information and tools on how to undertake BES assessments, training and strengthening of a community or practice. This is aligned with the role of the Sub-Global Assessment Network Secretariat hosted by UNEP-WCMC. Consultations with the Secretariat will be undertaken to look at synergies and potential collaboration in view for IPBES of not duplicating but adding value to the work of existing organizations.

(b) helping leverage funds from traditional (GEF) and other sources of funding (businesses, research funds, private development banks, etc.) through the forum and the regional dialogues proposed by IPBES.

8. With respect to funding, Governments would likely be the requesting entity. Face-to-face and networking activities would be needed to support the development of proposals for national biodiversity and ecosystem services assessments. These could be stand-alone events or done regionally, including through regional dialogues. Once developed, these proposals would be made available online using a given template and their funding status would be advertised (i.e. total cost, secured funding of x US Dollars from sources A, B and C and looking for further funding of y US Dollars).

9. This component of the matchmaking facility would work in a similar fashion to the LifeWeb Initiative of the Convention on Biological Diversity, which can be found online at: lifeweb.cbd.int. In addition, the potential for collaboration with the BioBridge Initiative launched at the 12th meeting of the Convention of the Parties to the Convention on Biological Diversity by the Republic of Korea will also be discussed with the CBD Secretariat.

Addressing Priority 3: pilot or demonstration projects

10. These would work in the same fashion as detailed above, with a combination of enabling activities and online tools.

11. Managing to leverage the support of, for example, a major pharmaceutical company in one of the donor roundtables or forum to support activities on the use of local and indigenous knowledge has been identified as an activity that could be relatively easy to achieve and help communicate early successes of IPBES. Further consultation with the Task Force working on the use of Indigenous and Local Knowledge is needed to make a concrete proposal.

Implementation

12. The proposal of the task force is that the BES-Net web portal could host the online component of the prototype matchmaking facility as a clearly identified module bearing the logos of the Platform and the four United Nations bodies associated with the Platform. BES-Net would also support the associated enabling activities through its proposed face-to-face capacity-building activities. More detail of the BES-Net strategy, including the synergies between IPBES and BES-Net and terms of reference for the BES-Net web portal is available in information document IPBES/3/INF/19. Experiences with the prototype phase will be used in the further development of the facility.

13. In implementing this, the task force and its technical support unit will work with the BES-Net team on an agreement which sets out amongst others the working modalities (including coordination with IPBES bodies and Secretariat, and the Capacity-building Technical Support Unit), timelines and resources for the online component of the matchmaking facility. Agreement will also be reached on how to exactly assess user-requirements, and ultimately how to assess progress in implementation and also impact.

14. However, other consultations will also need to take place involving both the task force and the BES-Net team so as to ensure alignment of interest relating to each of the approaches discussed above. These will include discussions relating to the IPBES Catalogue of Assessments and the proposed IPBES Catalogue of Policy Support Tools and Methodologies, as well as discussions with the Task Force on Indigenous and Local Knowledge Systems and the Task Force on Knowledge and Data. In addition there will be consultations with the Sub-Global Assessment Network and the Bio-Bridge initiative, and further discussion with those involved with the CBD LifeWeb Initiative and the UNCCD Capacity-building Marketplace.

15. Based on the above, it is proposed at present to develop an online module to support the fellowship programme (if this is indeed implemented as a pilot for capacity-building activities) to support the selection and allocation of fellowships by IPBES (funded through the Trust Fund). The proposed fellowships would focus on thematic areas for IPBES assessments.

Annex III

Discussion paper on preparation for the IPBES Capacity-building Forum

The following is a work in progress, and the task force would welcome any feedback. This should be directed to the Capacity-building Technical Support Unit through the IPBES Secretariat.

Context

1. The functions of IPBES include the fact that the Platform “*catalyzes financing for ... capacity-building activities by providing a forum with conventional and potential sources of funding*” (UNEP/IPBES.MI/2/9 appendix 1, Functions of the platform). Thus the primary aim of the IPBES Capacity-building Forum is to increase funding available for capacity-building activities, although whether this is through the IPBES Trust Fund or not is not specified.
2. The second session of the Plenary requested the Bureau “*through the secretariat and with the support of the task force on capacity-building, to convene regularly a forum, with representatives of conventional and potential sources of funding, on the basis of a call for expressions of interest to take part in the forum*”. The IPBES Bureau, when it met in March 2014, agreed that the first meeting of the forum would take place in 2015.
3. However the proposed forum is only one of a range of capacity-building activities that IPBES is expected to undertake, and it is clear that these need to be planned as a coherent package. In particular there will be a close relationship between the forum and the proposed IPBES Matchmaking Facility, which aims to bring those with capacity-building needs together with those able to help in addressing those needs, whether financial or technical. The forum can also advise on capacity-building priorities and how they are best addressed.

Discussion to date

4. At its first meeting in May 2014, the Taskforce on Capacity-building recommended that the forum should have a process of pre-dialogue with potential donors. For each potential donor this dialogue would focus on the (possible) links between the priorities of the potential donor and relevant parts of the IPBES work programme. With this in mind, it was proposed that a number of representatives from potential donors should be invited to participate in their personal capacity at a preparatory meeting on the forum so as to provide advice on its agenda and format.
5. Some discussion on these and related issues took place during the São Paulo Dialogue in September 2014 (see Annex 1), and the report of these discussions needs to be taken into account in further development of proposals for the forum agenda and participation (while remembering that there needs to be a call for expressions of interest). This included the importance of learning from existing initiatives such as the CBD LifeWeb initiative, and how this initiative was working with donors and potential recipients. Further discussion needs to build on this.
6. The task force is also expected to “*propose means that could be developed for effectively integrating identified capacity-building needs into the policies and programmes of development assistance processes, seeking advice from the forum as appropriate*”. In discussing this issue the Task Force decided that this was essentially a part of the same task of preparing for and implementing the forum, particularly when considering the first point above on pre-dialogues. The two issues will therefore be considered at the same time, while also taking full account of discussion relating to matchmaking.

Format and approach

7. There is a need to think carefully on how to address capacity-building needs and opportunities for action. The decisions of the third session of the Plenary should be used as starting point for a dialogue on capacity-building dynamics during the forum meeting. The first meeting of the forum is an opportunity for building towards a real partnership approach for the engagement with potential donors.
8. A number of capacity-building needs/opportunities could be presented as packages in the form of clearly described portfolios that match with the criteria/priorities of donors. The task force identified a preliminary number of priority topics that might qualify to be presented as such packages (depending on the outcome of the third session of the Plenary). These were:

- (a) implementing and using national assessments

- (b) improving access to data and knowledge
- (c) building and maintaining regional networks

9. The forum could also provide potential donors with information on the options for visibility of their contributions and on the possibilities (or otherwise) of earmarking. The relationship between the forum and the matchmaking facility must be addressed during the meeting.

10. New institutional initiatives may be necessary for capacity-building, but improved networking and coordination are essential for making the most effective use of what already exists. This may require investment, innovation and exploration of how missions, objectives and business plans between potential partners can best be aligned.

11. In doing this it is advisable to try to understand the objectives of different players as the co-alignment of objectives is an effective entry point to lasting relationships. Such an approach would facilitate tapping into existing initiatives and processes rather than spending resources on convincing others to change. The process itself may increase leverage and promote engagement, and significantly increase support for capacity-building under IPBES.

Regarding the agenda of the forum meeting

12. In addition to the addressing the general recommendations on the format of the forum given above, the task force recommends that the agenda should take into account the following:

- (a) stress the novelty and the uniqueness of IPBES
- (b) focus on the expected benefits of engagement, while recognizing implications of biodiversity loss
- (c) reference the assessments that are already underway, and other IPBES deliverables
- (d) findings of the work by IPBES on valuation to help identify what participants will lose if biodiversity loss continues
- (e) place emphasis on specific topics and areas of concern, based on IPBES work programme deliverables and on capacity-building needs prioritized by the Plenary

Participation at the meeting

13. While recognising that participation will in part depend on response to a call for expression of interest, the task force recommends starting with a very wide involvement of potential donors in the above mentioned process of pre-dialogue. The suggestion is to include:

- (a) governments, agencies and foundations
- (b) private sector (e.g. financial institutions including banks and natural resource companies such as in the area of oil, pharmaceutical, nutraceutical, cosmetics)
- (c) relevant multilateral donors and related organizations (Organisation for Economic Co-operation and Development/Development Assistance Committee, World Bank, African Development Bank, Asian Development Bank, Inter-American Development Bank, etc)

Preparation for the forum meeting

14. A number of additional points need to be considered in the planning for the forum, building on the discussion above:

- (a) approach potential participants of the meeting and involve them in preparations
- (b) identify where there is experience of similar fora, and build on this experience
- (c) find ways to avoid the traditional approach of presenting a case (or cases) to get funds
- (d) consider working with professional publicity people and facilitators
- (e) be aware of the critical importance of relating to other sectors and to public opinion
- (f) ensure a focus on promoting dialogue both during the meeting and in the future

Annex IV

Concept note on regional capacity-building dialogues to help build capacity needed for delivery of the IPBES regional assessments

The following is a work in progress, and the task force would welcome any feedback. This should be directed to the Capacity-building Technical Support Unit through the IPBES Secretariat.

Intended outcomes

1. A set of regional workshops will help develop the capacity needed for delivery of the IPBES regional and subregional assessments. This will be achieved through improving understanding of the assessment process in the context of IPBES, and by providing opportunity for those within each region and subregion to discuss means for helping to ensure effective engagement.
2. The intended outcome would that each region was better placed to support the effective delivery of its regional assessment, including with regard to nominations of authors, identification of opportunities and mechanisms for delivering technical support, identification and organization of strategic partners and other collaborators and stakeholders, and the identification of capacity needs.
3. Such meetings would also provide opportunity for discussion of approaches for identifying areas for alignment and opportunities for collaboration with existing institutions and initiatives within the region. This might lead to establishment of national, subregional and/or regional platforms to facilitate organization of stakeholders. If established, such platforms might also support biodiversity related activities within their countries or regions more broadly.

Objectives

4. The primary objective of this proposal is the organization of a series of regional workshops which will:
 - (a) Provide briefing on the scope and process of the regional assessments as agreed by the third session of the Plenary to a range of key stakeholders and individuals within each region
 - (b) Provide opportunity for discussion and agreement on institutional arrangements that may be necessary for supporting implementation of the regional assessments.
 - (c) Provide opportunity for interested stakeholder to organize themselves so that they can effectively support the assessments, for example through regional/subregional stakeholder platforms.
 - (d) Provide opportunity for identification of related capacity-building needs, and the development of proposals for addressing those needs.

Context and justification

5. The work programme for 2014-2018 agreed at the second session of the Plenary in decision IPBES-2/5 foresees the delivery of series of regional assessments over the next two years. The scoping for these regional assessments was carried out during 2014, and the proposals will be considered by the third session of the Plenary when it meets in January 2015. It is essential that capacity-building is embedded within these assessment processes, as was made clear in decision IPBES-2/5.
6. Arguably implementation of the regional assessments is amongst the most important tasks of IPBES, and helping to build the individual, institutional and systemic capacity within each of the regions is critical for their effective delivery. Beyond the delivery of the regional assessments, building such capacity will enhance the preparedness of each of the regions to engage in IPBES more generally, establishing a better understanding of the scope and processes of IPBES. The regional assessments and associated capacity-building will also help in organization of stakeholders at the regional level, and potentially also influence the organization of stakeholders at the subregional and national levels.

Activities

7. The following activities are indicative and will need to be developed further, which will include a degree of modification in the light of decisions that will be taken at the third session of the Plenary on regional assessments. Activities will include:

(a) **Planning:** Developing plans/proposals for convening a set of regional workshops, one in each of the regions agreed at the third session of the Plenary. Plans and proposals would be prepared by the task force and its technical support unit, working in close collaboration with organizations in each region who have expressed interest in hosting such workshops. If there is to be a call for expressions of interest (which seems appropriate) consideration needs to be given to when this will take place and who will take the decision. The call would presumably also seek some in kind support.

(b) **Preparation:** Compilation and preparation of any training materials and discussion papers needed to support the workshops, drawing on existing material wherever possible including the Guide for Assessments and the relevant scoping documents. This would necessarily include some translation of at least presentation materials, and potentially also documents themselves. It has also been proposed that regional dialogues should be conducted before a call for nominations of experts to participate, in order to assist countries and other stakeholders to understand who might be the most appropriate participants to nominate. These regional dialogues might also be preceded by undertaking a social network analysis to help understand the relationships between organizations within the regions.

(c) **Participation:** Call for nomination for participants in the workshops from within the region, using IPBES focal points, Bureau and MEP members from the region, and other governments and relevant stakeholders. Selection would be made by Bureau and MEP members from the region, with the support of the technical support unit and organizations hosting the workshops. It is proposed that there would need to be an appropriate mix of people working on assessment, those with experience of different knowledge systems, and policymakers for each relevant subregion. Other criteria and selecting participants would include gender, geographical coverage, disciplines, and sectors of society. Note the potential for links to the fellowship programme.

(d) **Implementation:** Convene the workshops in each region. It is anticipated that each workshop would be of around three days, and possibly take place during February/March 2015 or thereafter. Consideration will need to be given to the languages in which the workshops will be held, and to interpretation. Participation would need to include appropriate resource persons.

<i>Indicative agenda</i>	
Session 1 (Regional)	<ul style="list-style-type: none"> • Introduction to IPBES including history, challenges <i>(to ensure a common understanding amongst participants)</i>
Session 2 (Regional)	<ul style="list-style-type: none"> • Presentation of the IPBES Guide to Assessments • Presentation on other IPBES guides as appropriate • Case Studies from national or sub-national assessments, and sharing of experiences (including from outside the region if appropriate) • Presentation on the outcomes of regional scoping and its implications <i>(to build a better understanding of the types of tasks to be done)</i>
Session 3 (Subregional groups)	<p>Breakout Session A: Areas of Collaboration, Institutional Arrangements</p> <ul style="list-style-type: none"> • Discussion on the types of authors needed for the regional assessments, and how to ensure nomination of good candidates. • Discussion of the technical support that will be required within the region, and who good candidates might be. • Discussion of key holders of knowledge, information and data on the region, and how they might best be engaged. <i>(to identify means for helping to ensure active engagement)</i>

<i>Indicative agenda</i>	
Session 4 (Regional)	Report back from breakout groups, and discussion of issues raised in plenary
Session 5 (Regional)	<ul style="list-style-type: none"> • Presentations relating to the work of the Task Force on: <ul style="list-style-type: none"> - Matchmaking Facility and Forum - BES-Net - Fellowships, exchange and training programme - Network analysis mapping - Examples of biodiversity platforms <p><i>(to help inform discussion of the next steps that can be taken)</i></p>
Session 6 (Subregional groups)	<p>Breakout Session B: Capacity-building for the Assessment</p> <ul style="list-style-type: none"> • What will be the key <u>challenges</u> facing the subregion in carrying out or contributing to assessments, what are the <u>capacity-building needs</u>, and what are the major <u>opportunities</u> for addressing those needs. <p><i>(to develop a closer understanding of needs and opportunities to address)</i></p>
Session 7 (Regional)	<p>Way Forward (Road Map, Action Plan) Closing/Wrap-Up Session</p> <p><i>(to help ensure follow up)</i></p>

(e) **Follow up:** While as much as possible will be completed during the workshop there will be a need to complete reports and other outputs subsequently, and for the technical support unit to compile information for reporting to the task force and to the Bureau and MEP. Otherwise much of the follow up would be within the region, although this may include approaches to the matchmaking facility and potential input to the forum.

Outputs

8. The proposed workshops would deliver the following outputs:

(a) A list of interested and informed stakeholders, institutions and organizations to reach out to in the further implementation of the work programme

(b) A document reflecting initial considerations on how best to establish the following with respect to regional assessments:

- the institutional structures providing the necessary technical support
- strategic partnerships and other collaborative arrangements for providing support related to data, knowledge and capacity

(c) A list of further region-specific (and possibly subregion-specific) capacity-building needs, and proposals for addressing those needs

(d) Proposals for the establishment of regional or subregional stakeholder platforms which would facilitate engagement

9. Note in addition that the set of communication materials (documents and presentations) developed for the workshops explaining the scope and process of the regional assessments may also have value in other fora and could also be considered an output of the project.

Required inputs

Conceptual inputs

10. The following inputs are anticipated, but others are likely to be added:

(a) A set of communication materials based on the Guide for Assessment (IPBES/3/INF/4) and on any preliminary guidance being developed by other task forces and expert groups.

(b) A set of communication materials (documents and presentations) clearly explaining the scope and process of the regional assessments. This would draw IPBES/3/6 and its addenda together with any related Plenary discussion and decisions. It would also draw on the procedures annexed to decision IPBES-2/3, and any further discussion and decision on procedures during the third session of the Plenary.

(c) A document guiding discussion on establishment of Technical Support Units, drawing from agreements and experiences of those having already been set up, and including suggestions of how other capacity-building activities, such as the fellowship programme, might be instrumental to further strengthen technical support. This could in part draw on IPBES/3/INF/13.

(d) A document providing background on strategic partnerships and other approaches for building relationships. This would draw on IPBES/3/17 and any discussion/decision on this during the third session of the Plenary.

(e) A document providing background and lessons learned with regard to the establishment of regional or subregional stakeholder platforms. This could be developed by those organizations currently involved in support of stakeholder engagement, and in particular the German Network Forum for Biodiversity Research.

Technical inputs

11. In order to effectively implement the capacity-building workshops in each region, it will be necessary to find hosts in each of the regions that would help to organize the workshops, and to find the experts who can make inputs to the workshops, and help prepare. This is addressed further in the activities above.

Financial inputs

12. Budgets for the workshops are in development.

13. The IPBES Trust Fund already includes some funding for capacity-building, and little of this funding was actually spent in 2014 so is available for supporting workshops in early 2015. However in addition it is proposed to make a call for expressions of interest in hosting the meetings and it is hoped that this will result in an number of in kind offers to support workshops. This will reduce the cost.

Assumptions and risks

14. To be useful and effective these workshops will need to be carefully planned and aligned with other activities relating to the regional assessments, otherwise there is a risk of causing confusion and raising expectations that cannot be realised. This may make timetabling difficult if a decision is taken by the Plenary to proceed rapidly with the regional assessments. In order to ensure alignment the task force and its technical support unit would need to work closely with the IPBES Secretariat, and with the Bureau and MEP.

Collaborators

15. Implementation would directly involve the task force and its technical support unit, who would necessarily also engage with the IPBES Secretariat, Bureau and MEP. In addition to this the main collaborators are expected to be:

(a) Those organizations within each of the regions who offer to host workshops and/or take on responsibility for follow up to the workshops.

(b) Those organizations within the regions and elsewhere who are able to provide resource people to support the workshops.